

Human Resources Department

Jennifer Schembri, Director

MISSION

Our Human Resources team recognizes that our employees power the City of San José and our success as a City is dependent on our ability to create a dynamic and engaged workforce. Our employees' ability to provide excellent service is strengthened when we invest in attracting talent, providing opportunities for career growth, enabling an environment focused on health, safety, and wellness, and retaining a diverse workforce in a workplace that is equitable and inclusive

CITY SERVICE AREA

Strategic Support

CORE SERVICES

EMPLOYEE BENEFITS

Provide benefit programs that best meet the needs of employees, retirees, their dependents, and the City, and assist participants in effectively utilizing their plans.

EMPLOYMENT SERVICES

Facilitate the City's ability to attract and hire a diverse and talented workforce.

HEALTH AND SAFETY

Provide services that promote employee health, safety, and well-being.

TRAINING AND DEVELOPMENT

Provide Citywide training and development programs that support employee growth, engagement, and retention.

Strategic Support: Citywide Human Resources Systems Management and Records Management, Departmental Administration, Customer Service, Personnel Management, Financial Management, and Pandemic Response

Human Resources Department

Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Employee Benefits Core Service</i>	
Deferred Compensation	Manages the Voluntary and Non-Voluntary Employee Deferred Compensation contribution and related non-personal and personal administrative expenses.
Dental Benefits	Manages the City's dental benefits provided to City employees and their dependents.
Medical Benefits	Manages the City's medical benefits provided to City employees and their dependents.
Other Benefits	Manages the other City benefits provided to City employees and their dependents, such as Life Insurance, Unemployment, Vision, etc.
<i>Employment Services Core Service</i>	
Classification Services	Ensures that positions are properly classified, described, and aligned to support organizational effectiveness and efficiency. In addition, this program determines appropriate salary ranges for new and existing classifications by conducting market and internal equity analyses.
Recruiting/Hiring	Manages recruitment, assessment, and hiring processes to meet the City's staffing needs. In addition, this program is responsible for managing placements, bumping, redeployment, and layoffs, as necessary.
<i>Health and Safety Core Service</i>	
Employee Safety	Provides comprehensive safety services for 16 City Departments, various City-wide safety trainings, and analysis of work injury data for accident prevention.
Employee Health Services	Provides occupational medical services, including pre-employment physicals, medical testing and surveillance, blood-borne pathogen testing, and general wellness screenings.
Workers' Compensation Administration	Provides state-mandated benefits for employees injured on the job.
<i>Training and Development Core Service</i>	
Employee Training and Development	Provides training and development offerings for employees City-wide to develop essential skills like mentoring, coaching, writing, data visualization, analysis and reporting, and public presentations.
<i>Strategic Support Core Service</i>	
Human Resources Management and Administration	Provides city-wide Human Resources Systems Management and Records Management as well as administrative oversight for the department, including executive management, financial management, and human resources.
Human Resources Pandemic Response	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

Human Resources Department

Department Budget Summary

Expected 2022-2023 Service Delivery

- Hiring for Talent: Continue to reduce vacancies by evaluating, streamlining, and innovating for effective hiring practices and building long-term capacity through strategic pipeline programs.
- Offer a Diverse Menu of Benefits: Improve the City's strategy for offering an attractive package of benefits to our employees, including streamlining our systems, policies, and practices to be employee-centric and efficient, and implement targeted wellness programs.
- Injury Prevention and Supporting Injured Workers: In partnership with departments, build a city-wide culture and series of programs that are focused on keeping employees safe and well. In the event of an injury, ensure that the Third Party Administrator (TPA) for the City's Workers' Compensation Program provides responsible and appropriate workers' compensation services.
- Citywide Training and Development: Prioritize a robust set of programs to complement departmental offerings and support employee growth and development.

2022-2023 Key Budget Actions

- In alignment with the City Manager's "Powered by People" enterprise priority and City Roadmap, provides ongoing support for the Learning and Development Program, converting two temporary positions to permanent (1.0 Program Manager and 1.0 Senior Analyst) and adding ongoing funding of \$250,000 for contractual services to facilitate training opportunities.
- Adds 1.0 Analyst I/II position in Benefits to assist with administration of the City's Wellness programs, and to increase engagement in programs pertaining to addressing employee's mental health.
- Provides additional resources to the Employment Division for recruitment and retention support, including converting three temporary positions (2.0 Analyst and 1.0 Staff Specialist) to permanent status, and continuing two additional positions (1.0 Program Manager and 1.0 Analyst I/II) through June 30, 2023.
- Continues funding for a limit-dated Analyst I/II position through June 30, 2023 to focus on workforce pipeline development, refocusing the City's strategic efforts to engage local educational institutions (K-12 to Universities) in activities that will encourage a diverse next generation to consider public service, local government, and the City of San José as an attractive career opportunity.
- Adds \$210,000 of one-time non-personal/equipment funding for the initial phase of the Recruiting/Onboarding Software replacement project.

Operating Funds Managed

- Benefit Fund – Benefit Fund
- Benefit Fund – Dental Insurance Fund
- Benefit Fund – Unemployment Insurance Fund
- Benefit Fund – Life Insurance Fund
- Benefit Fund – Self Insured Medical Fund

Human Resources Department

Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted ****	2022-2023 Forecast	2022-2023 Adopted
Dollars by Core Service				
Employee Benefits	93,767,830	103,746,869	102,716,139	102,858,061
Employment Services	2,866,838	2,951,423	3,118,615	4,070,277
Health and Safety	5,508,914	6,535,163	6,534,774	6,534,774
Strategic Support - Other - Strategic Support	1,929,023	1,608,633	2,159,331	2,986,542
Strategic Support - Strategic Support	9,464,598	2,766,113	1,836,854	1,992,922
Training and Development	387,517	787,000	250,000	986,257
Total	\$113,924,720	\$118,395,201	\$116,615,713	\$119,428,833
Dollars by Category				
Personal Services and Non-Personal/Equipment				
Salaries/Benefits	8,620,277	7,377,951	7,742,496	9,243,405
Overtime	23,488	28,018	28,018	28,018
Subtotal Personal Services	\$8,643,765	\$7,405,969	\$7,770,514	\$9,271,423
Non-Personal/Equipment	4,898,504	5,853,548	5,879,725	6,339,725
Total Personal Services & Non-Personal/Equipment	\$13,542,269	\$13,259,517	\$13,650,239	\$15,611,148
Other Costs*				
City-Wide Expenses	3,676,827	998,250	140,000	947,000
Employee/Retiree Benefits	90,993,423	100,931,801	99,862,143	99,862,143
General Fund Capital	0	0	0	0
Housing Loans and Grants	0	0	0	0
Other	3,277,489	728,000	0	0
Other - Capital	0	0	0	0
Overhead Costs	373,772	557,633	619,331	664,542
Workers' Compensation	2,060,940	1,920,000	2,344,000	2,344,000
Total Other Costs	\$100,382,451	\$105,135,684	\$102,965,474	\$103,817,685
Total	\$113,924,720	\$118,395,201	\$116,615,713	\$119,428,833

* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

** The positions displayed in the 2020-2021 Actuals column reflect those included in the 2020-2021 Adopted Budget.

*** 2020-2021 Actuals may not subtotal due to rounding.

**** The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

Human Resources Department

Department Budget Summary

	2020-2021 Actuals ***	2021-2022 Adopted ****	2022-2023 Forecast	2022-2023 Adopted
Dollars by Fund				
General Fund (001)	15,216,984	13,366,558	13,237,177	15,863,164
Public Works Program Support Fund (150)	230,164	214,895	230,790	230,790
Benefits Funds - Dental Insurance Fund (155)	11,801,203	12,615,605	12,834,603	12,834,603
Benefits Funds - Life Insurance Fund (156)	1,694,741	1,707,531	1,795,602	1,795,602
Benefits Funds - Unemployment Insurance Fund (157)	2,163,634	3,114,475	719,093	719,093
Benefits Funds - Self-Insured Medical Fund (158)	(149,962)	0	0	0
Benefits Funds - Benefit Fund (160)	77,638,585	85,774,427	86,887,914	87,075,047
Building Development Fee Program Fund (237)	33,854	31,621	34,384	34,384
Planning Development Fee Program Fund (238)	22,919	21,080	22,922	22,922
Low And Moderate Income Housing Asset Fund (346)	36,531	45,811	48,513	48,513
Coronavirus Relief Fund (401)	3,786,302	0	0	0
American Rescue Plan Fund (402)	0	728,000	0	0
Emergency Reserve Fund (406)	835,629	0	0	0
Library Parcel Tax Fund (418)	83,628	103,715	95,596	95,596
Integrated Waste Management Fund (423)	28,620	34,770	35,330	35,330
Storm Sewer Operating Fund (446)	57,884	71,096	77,144	77,144
San José-Santa Clara Treatment Plant Operating Fund (513)	333,989	397,634	421,618	421,618
Water Utility Fund (515)	16,016	18,762	20,182	20,182
Sewer Service And Use Charge Fund (541)	36,933	49,726	54,237	54,237
Vehicle Maintenance And Operations Fund (552)	57,066	99,495	100,608	100,608
Total	\$113,924,720	\$118,395,201	\$116,615,713	\$119,428,833

Positions by Core Service**				
Employee Benefits	11.00	11.00	11.00	12.00
Employment Services	16.50	16.50	16.50	20.50
Health and Safety	7.00	6.00	6.00	6.00
Strategic Support - Strategic Support	9.00	9.00	9.00	10.00
Training and Development	0.00	0.00	0.00	3.00
Total	43.50	42.50	42.50	51.50

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*** 2020-2021 Actuals may not subtotal due to rounding.

**** The amounts in the 2021-2022 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

Human Resources Department

Department Budget Summary

	2020-2021 Actuals**	2021-2022 Adopted	2022-2023 Forecast	2022-2023 Adopted	2022-2023 Adopted Positions
Dollars by Program*					
Employee Benefits					
Deferred Compensation	1,535,272	1,753,970	2,221,146	2,221,146	1.55
Dental Benefits	11,754,549	12,556,447	12,768,400	12,768,400	1.11
Medical Benefits	64,187,689	71,049,894	71,049,700	71,191,622	6.06
Other Benefits	16,290,320	18,386,558	16,676,893	16,676,893	3.28
Sub-Total	93,767,830	103,746,869	102,716,139	102,858,061	12.00
Employment Services					
Classification Services	203,982	197,574	206,560	558,572	3.00
Recruiting/Hiring	2,662,856	2,753,849	2,912,055	3,511,705	17.50
Sub-Total	2,866,838	2,951,423	3,118,615	4,070,277	20.50
Health and Safety					
Employee Health Services	547,312	540,200	546,033	546,033	1.00
Employee Safety	377,379	642,402	727,728	727,728	2.50
Workers' Compensation Administration	4,584,223	5,352,561	5,261,013	5,261,013	2.50
Sub-Total	5,508,914	6,535,163	6,534,774	6,534,774	6.00
Strategic Support - Other - Strategic Support					
Human Resources Other Departmental - City-Wide	258,326	85,000	40,000	822,000	0.00
Human Resources Other Operational - Administration	67	0	0	0	0.00
Human Resources Overhead	373,772	557,633	619,331	664,542	0.00
Workers' Compensation - Other Departments	1,296,858	966,000	1,500,000	1,500,000	0.00
Sub-Total	1,929,023	1,608,633	2,159,331	2,986,542	0.00
Strategic Support - Strategic Support					
Human Resources Management and Administration	1,582,542	1,764,113	1,836,854	1,992,922	10.00
Human Resources Pandemic Response	7,882,056	1,002,000	0	0	0.00
Sub-Total	9,464,598	2,766,113	1,836,854	1,992,922	10.00
Training and Development					
Employee Training and Development	387,517	787,000	250,000	986,257	3.00
Sub-Total	387,517	787,000	250,000	986,257	3.00
Total	\$113,924,720	\$118,395,201	\$116,615,713	\$119,428,833	51.50

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Human Resources Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment

(2021-2022 Adopted to 2022-2023 Adopted)

	<u>Positions</u>	<u>All Funds (\$)</u>	<u>General Fund (\$)</u>
Prior Year Budget (2021-2022):	42.50	13,259,517	10,448,308
<hr/> Base Adjustments <hr/>			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Training and Development		(37,000)	(37,000)
One-time Prior Year Expenditures Subtotal:	0.00	(37,000)	(37,000)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes - 1.0 Senior Analyst to 1.0 Program Manager	0.00	284,759	209,167
• Vacancy Factor		79,786	56,525
• Contract Services: Employee Health Services		75,000	75,000
• Contract Services: Deferred Compensation		597	597
• Contract Services: Voluntary Employees' Beneficiary		580	580
• Contract Services: Unemployment Insurance		200	0
• Contract Services: Fingerprinting Services		(13,200)	0
Technical Adjustments Subtotal:	0.00	427,722	341,869
2022-2023 Forecast Base Budget:	42.50	13,650,239	10,753,177
<hr/> Budget Proposals Approved <hr/>			
1. Recruitment and Retention Staffing	5.00	792,730	792,730
2. Learning and Development Program	2.00	581,432	581,432
3. Recruiting/Onboarding Software Replacement		210,000	210,000
4. Workforce Pipeline Development	1.00	154,825	154,825
5. Wellness Program Administration Staffing	1.00	141,922	0
6. Rebudget		80,000	80,000
Total Budget Proposals Approved	9.00	1,960,909	1,818,987
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2022-2023 Adopted Budget Total	51.50	15,611,148	12,572,164

Human Resources Department

Budget Changes by Department

Personal Services and Non-Personal/Equipment

2022-2023 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Recruitment and Retention Staffing	5.00	792,730	792,730

Strategic Support CSA

Employment Services and Strategic Support – Strategic Support Core Services Classification Services, Human Resources Management and Administration, and Recruiting/Hiring Programs

This action continues three temporary positions on an ongoing basis by adding 1.0 Staff Specialist and 2.0 Analyst I/II positions and continues 1.0 Program Manager and 1.0 Analyst I/II positions through June 30, 2023, in the Employment Division. These positions will help address the high number of vacancies – currently there are over 700 vacancies throughout the City – and will contribute to the retention of trained staff in the division. The Staff Specialist position will continue to process the elevated number of hires and rehires, separations, PeopleSoft database processes (daily/weekly/monthly); support employment testing when needed; audit entries and make necessary corrections; calculate service hours for re-hires; and provide back-up support to the division when needed. The two permanent Analyst positions will provide recruitment and retention support and help address the high number of vacancies in the City. The limit-dated Analyst II and Program Manager positions will address the City's need for classification and compensation evaluations and improve the City's recruitment capabilities and will support functions related to classification and compensation studies such as creating new classifications, reviewing classifications to update essential duties/scope of work, and addressing classification minimum qualifications. These two positions were funded for an 18-month period with City Council's approval of the 2021-2022 Mid-Year Budget Review; the position costs are offset in 2022-2023 by the liquidation of the reserve previously set aside for this purpose. (Ongoing costs: \$440,718)

2. Learning and Development Program	2.00	581,432	581,432
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Strategic Support CSA

Training and Development Core Service Employee Training and Development Program

This action continues two temporary positions on an ongoing basis by adding 1.0 Program Manager and 1.0 Senior Analyst positions in the Learning and Development Division. The Program Manager position will oversee the overall program and development of City-wide trainings, while the Senior Analyst position will implement and grow City-wide training opportunities. This action continues the temporarily funded positions in the current year to support the rebuilding of talent development programs and courses and aligns with the City's "Powered by People" enterprise priority and City Roadmap program that focuses, in part, on supporting employee retention, engagement, and advancement through training and development. In addition, this action adds ongoing non-personal/equipment funding of \$250,000 for vendor contracts to facilitate training opportunities. (Ongoing costs: \$581,432)

Human Resources Department

Budget Changes by Department

Personal Services and Non-Personal/Equipment

2022-2023 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. Recruiting/Onboarding Software Replacement		210,000	210,000

Strategic Support CSA
Employment Services Core Service
Recruiting/Hiring Program

This action adds one-time non-personal/equipment funding of \$210,000 to replace the City's current recruiting and onboarding software. The current contract will expire at the end of 2021-2022. A new software will improve the functionality, reporting, and design issues that staff is currently experiencing and will improve efficiency and effectiveness, allowing staff more time to focus on recruitment. While there will likely be ongoing costs associated with this software replacement, the amount will vary depending upon the selected system, and will be brought forward for City Council consideration when the implementation contract is awarded. (Ongoing costs: \$0)

4. Workforce Pipeline Development	1.00	154,825	154,825
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Strategic Support CSA
Training and Development Core Service
Employee Training and Development Program

This action continues a temporary position by adding 1.0 Analyst I/II position, through June 30, 2023, to refocus the City's strategic efforts to engage local educational institutions (K-12 to Universities) in activities that will encourage a diverse generation to consider public service, local government, and the City of San José as an attractive career opportunity, inclusive of improving communications, recruiting materials, and use of social media to clearly and consistently articulate the City's mission driven value to a variety of audiences in the labor market. This action supports the City's efforts to address the challenges that the organization is facing with recruitment and retention of a talented and diverse workforce. This position was funded for an 18-month period with City Council's approval of the 2021-2022 Mid-Year Budget Review; the position costs are offset in 2022-2023 by the liquidation of the reserve previously set aside for this purpose. (Ongoing costs: \$0)

Human Resources Department

Budget Changes by Department

Personal Services and Non-Personal/Equipment



2022-2023 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
5. Wellness Program Administration Staffing	1.00	141,922	0
<i>Strategic Support CSA</i>			
<i>Employee Benefits Core Service</i>			
<i>Medical Benefits Program</i>			
<p>This action adds 1.0 Analyst I/II position, funded by the Benefits Fund, to the Benefits Team to assist in increasing employee engagement in the City's Wellness programs and administration, with an emphasis in programs pertaining to addressing employee's mental health, such as Employee Assistance Program and Trauma Informed Care. Since the onset of the pandemic, the benefits team has provided increased programming to meet employees' well-being needs while addressing the employee wellness initiative out of the Emergency Operations Center. For example, 35 webinars were offered in 2021. The position will provide support in planning, communicating, measuring, and facilitating the increasing wellness program offerings. (Ongoing costs: \$154,825)</p>			
6. Rebudget		80,000	80,000
<i>Strategic Support CSA</i>			
<i>Employment Services Core Service</i>			
<i>Recruiting/Hiring Program</i>			
<p>The rebudget of unexpended 2021-2022 funds will allow for the completion of previously approved projects or other expenditure items in 2022-2023. The item listed below were approved by the City Council as part of a previous budget action. (Ongoing cost: \$0).</p>			
Management Fellows		80,000	
2022-2023 Adopted Budget Changes Total	9.00	1,960,909	1,818,987

Human Resources Department

Performance Summary

Employee Benefits

Performance Measures



	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Cost of benefits administration per FTE	\$337	\$311	\$379	\$389
 % of benefited employees enrolled in the City healthcare plan with the highest employee enrollment	81%	81%	80%	79%

Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
% of employees contributing to Deferred Compensation	75%	76%	75%	76%

Employment Services

Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Citywide Vacancy Rate	13.5%	10%	13.3%	10%
 Employee Turnover Rate ¹	6.80%	6%	4.89%	6%

¹ Turnover rate excludes retirement separation.

Activity and Workload Highlights





	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of positions filled:				
- New Hires	285	500	311	500
- Promotions & Laterals	421	550	546	600

Human Resources Department

Performance Summary

Health and Safety

Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 Workers Compensation Claims Closure Rate ¹	113%	100%	100%	100%
 Timely Completion of 3-Point Contact for New Workers' Compensation Claims ²	98%	100%	100%	100%
 # of Workers' Compensation disability hours	182,171	155,000	275,209	155,000
 Expenditure for Workers' Compensation per \$100 of total City salaries, benefits, and retirement	\$2.80	\$3.10	\$3.16	\$3.10

¹ Measures the number of Workers' Compensation claims closed compared to the number of new and reopened cases.

² 3-Point Contact is a best practice in the handling of workers' compensation claims. Proper contact involves an exchange of information with the employee, the City, and the treating physician. Timely completion of 3-Point Contact started with the outsource of claims to the Third-Party Administrator in September 2018.

Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of open Workers' Compensation claims	2,494	2,600	2,500	2,600
# of new Workers' Compensation claims	1,324	850	1,200	850
# of closed Workers' Compensation claims	1,505	850	1,505	850
# of employees trained in safety	1,030 ¹	2,000	500 ¹	2,000
Total Workers' Compensation claims costs	\$19.3M	\$20.0M	\$21.4M	\$23.5M


¹ Numbers reduced due to COVID-19 response.

Human Resources Department

Performance Summary

Strategic Support

Performance Measures

	2020-2021 Actual	2021-2022 Target	2021-2022 Estimated	2022-2023 Target
 % of employee performance reviews completed on schedule	54%	80%	53%	80%

Activity and Workload Highlights

	2020-2021 Actual	2021-2022 Forecast	2021-2022 Estimated	2022-2023 Forecast
# of Human Resources Information Systems Transactions	11,187	25,000	10,985	15,000 ¹

¹ Some transactions have been automated with staff shifting to an audit function versus data entry.

Human Resources Department

Department Position Detail

Position	2021-2022 Adopted	2022-2023 Adopted	Change
Account Clerk I/II	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	14.00	19.00	5.00
Assistant Director	1.00	1.00	-
Director, Human Resources	0.50	0.50	-
Division Manager	3.00	3.00	-
Employee Health Services Supervisor	1.00	1.00	-
Office Specialist I/II	1.00	1.00	-
Principal Account Clerk	1.00	1.00	-
Principal Office Specialist	1.00	1.00	-
Program Manager	0.00	3.00	3.00
Senior Analyst	11.00	11.00	-
Senior Office Specialist	2.00	2.00	-
Staff Specialist	5.00	6.00	1.00
Total Positions	42.50	51.50	9.00