

Human Resources Department

Alex Gurza, Deputy City Manager

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To attract, develop and retain a quality workforce

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 to utilize their plans effectively

Employment Services

Facilitate the timely hiring of excellent employees and maintain the City's classification and compensation systems





Health and Safety

Provide services that ensure employee health, safety and well-being

Strategic Support: Administration, Customer Service, Personnel Management, Human Resources Systems Management, Records Management, Financial Management

Human Resources Department

Service Delivery Framework

Core Service		Key Operational Services
<p>Employee Benefits: <i>Provide benefit programs that best meet the needs of employees, retirees, their dependents and the City, and assist participants to utilize their plans effectively</i></p>		<ul style="list-style-type: none"> • Competitive Processes for Benefit Plans • Staff Support for Benefits Review Forum and Deferred Compensation Advisory Committee • Benefits Classes • Insurance Premium Payments • Claims Processing • Eligibility and Contribution Transfers • Customer Services, Counseling and Mediation • Human Resources Information System (HRIS) - Benefits Module Administration and Maintenance
<p>Employment Services: <i>Facilitate the timely hiring of excellent employees and maintain the City's classification and compensation systems</i></p>		<ul style="list-style-type: none"> • Recruitment, Assessment and Hiring • Executive Recruitment • Temporary Employment Program • Job Classification/ Compensation • Employee Reallocations • Civil Service and Hiring Rules, Policies and Procedures • Employee Placements
<p>Health and Safety: <i>Provide services that ensure employee health, safety and well-being</i></p>		<ul style="list-style-type: none"> • Workers' Compensation Program • Safety and Loss Control • Employee Health Services
<p>Strategic Support: <i>Administration, Customer Service, Personnel Management, Human Resources Systems Management, Records Management, Financial Management</i></p>		<ul style="list-style-type: none"> • Administration • Financial Management • Personnel Management • Human Resources Systems Management • Records Management • Customer Service

Human Resources Department

Department Budget Summary

Expected 2012-2013 Service Delivery

- Attract and retain qualified employees through the Employment Service Delivery Model. Employment Services will continue to facilitate recruitments, and manage effective, efficient, and defensible hiring processes in partnership with client departments.
- Facilitate organizational realignment by administering placements, bumping, redeployments, and potential layoffs of employees. Employment Services will continue to generate and use seniority lists as well as work closely with departments and displaced employees to find acceptable placements and redeployments.
- Maintain a safe and healthy work environment in compliance with all applicable State and federal regulations related to employee health and safety, and continue to minimize liability and loss to the City. Health and Safety programs will continue to ensure injured employees receive adequate and appropriate treatment, promote a culture of safety through the Eight Point Safety guidelines, and ensure employee medical exams and testing are completed as mandated.
- Provide a wide range of quality, affordable and responsive benefit programs that best meet the needs of the employees, retirees, their dependents and the City and assist participants to utilize their plans effectively.

2012-2013 Budget Actions

- The addition of a Senior Analyst, an Analyst, and a Staff Technician in the Employment Division will address the increased need for hiring and classification services. In June 2012, the City's vacancy rate was approximately 8.5% (475 vacancies) with close to 250 positions authorized to be filled. These additional resources will help reduce the number of vacant positions in the City to ensure that direct services to the community are being provided at budgeted levels.
- The restructuring of executive management staffing will restore the Human Resources Director position and increase oversight of the Human Resources Department at no additional cost to the City.
- The elimination of a Deputy Director will align the Human Resources Department management with the Information Technology and Finance Departments' management structure and continue the use of an existing Division Manager to oversee a reorganized Health and Safety Division.
- The addition of two Staff Technicians and the elimination of two Analysts will result in the realignment of duties to improve the cost efficiency of the Benefits Division.

Operating Funds Managed

- Benefit Fund - Benefit Fund
- Benefit Fund - Dental Insurance Fund
- Benefit Fund - Life Insurance Fund
- Benefit Fund - Unemployment Insurance Fund

Human Resources Department

Department Budget Summary

	2010-2011 Actual 1	2011-2012 Adopted 2	2012-2013 Forecast 3	2012-2013 Adopted 4	% Change (2 to 4)
Dollars by Core Service					
Employee Benefits	\$ 2,593,408	\$ 2,478,948	\$ 2,368,542	\$ 2,249,780	(9.2%)
Employment Services	923,728	1,506,241	1,639,306	1,994,437	32.4%
Health and Safety	4,000,089	3,486,353	3,403,483	3,159,700	(9.4%)
Training and Development	480,469	0	0	0	N/A
Strategic Support	913,634	811,699	830,975	830,975	2.4%
Total	\$ 8,911,328	\$ 8,283,241	\$ 8,242,306	\$ 8,234,892	(0.6%)
Dollars by Category					
Personal Services					
Salaries/Benefits	\$ 7,436,368	\$ 6,791,380	\$ 6,856,871	\$ 6,824,457	0.5%
Overtime	8,703	13,018	13,018	13,018	0.0%
Subtotal	\$ 7,445,071	\$ 6,804,398	\$ 6,869,889	\$ 6,837,475	0.5%
Non-Personal/Equipment					
Total	\$ 8,911,328	\$ 8,283,241	\$ 8,242,306	\$ 8,234,892	(0.6%)
Dollars by Fund					
General Fund	\$ 6,917,844	\$ 6,023,925	\$ 5,913,786	\$ 5,982,542	(0.7%)
Affordable Hsg Investment Fd	0	0	30,776	30,776	N/A
Benefit Fund	484,939	520,064	519,511	477,548	(8.2%)
Dental Insurance	827,771	769,357	768,275	745,693	(3.1%)
Federated Retirement	69,186	62,234	63,392	63,392	1.9%
Integrated Waste Mgmt	28,269	12,711	21,340	21,340	67.9%
Library Parcel Tax	61,199	63,066	62,586	62,586	(0.8%)
Life Insurance	60,681	52,969	52,938	49,064	(7.4%)
Low/Mod Income Hsg	25,853	30,022	0	0	(100.0%)
Police & Fire Retirement	126,656	141,437	144,709	144,709	2.3%
PW Program Support	0	150,120	141,672	141,672	(5.6%)
Sewer Svc & Use Charge	20,683	24,017	30,302	30,302	26.2%
SJ/SC Treatment Plant Oper	150,993	204,838	251,941	251,941	23.0%
Storm Sewer Operating	5,171	36,507	44,009	44,009	20.5%
Unemployment Insurance	132,083	118,991	119,195	111,444	(6.3%)
Water Utility Fund	0	7,625	11,953	11,953	56.8%
Vehicle Maint & Opers	0	65,358	65,921	65,921	0.9%
Total	\$ 8,911,328	\$ 8,283,241	\$ 8,242,306	\$ 8,234,892	(0.6%)
Authorized Positions by Core Service					
Employee Benefits	12.40	12.40	12.15	11.90	(4.0%)
Employment Services	8.00	11.00	12.00	15.00	36.4%
Health and Safety	30.10	24.10	23.35	22.35	(7.3%)
Training and Development	4.00	0.00	0.00	0.00	N/A
Strategic Support	6.00	5.00	5.00	5.00	0.0%
Total	60.50	52.50	52.50	54.25	3.3%

Human Resources Department

Budget Reconciliation

(2011-2012 Adopted to 2012-2013 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2011-2012):	52.50	8,283,241	6,023,925
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Open Enrollment		(15,795)	(15,795)
• Human Resources Department Unemployment Contribution		(59,146)	(43,547)
One-time Prior Year Expenditures Subtotal:	0.00	(74,941)	(59,342)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes		125,363	111,611
• Employment Services Staffing Consolidation (reallocation to Human Resources Department from Planning, Building and Code Enforcement) (1.0 Senior Analyst)	1.00	141,746	70,695
• Return to Work Program Transfer to City Manager's Office (1.0 Program Manager I)	(1.00)	(142,472)	(142,472)
• Employee Wellness Program Contractual Services		(79,631)	(79,631)
• Transfer Risk Insurance Program non-personal/equipment to Finance Department		(11,000)	(11,000)
Technical Adjustments Subtotal:	0.00	34,006	(50,797)
2012-2013 Forecast Base Budget:	52.50	8,242,306	5,913,786
Budget Proposals Approved			
1. Health and Safety Division Management	(1.00)	(243,783)	(243,783)
2. Benefits Division Staffing Realignment	0.00	(76,170)	0
3. Deferred Compensation Clerical Staffing	(0.25)	(42,592)	(42,592)
4. Human Resources Department Leadership	0.00	0	0
5. Employment Services Division Staffing	3.00	305,131	305,131
6. Rebudget: Employment Services		50,000	50,000
Total Budget Proposals Approved	1.75	(7,414)	68,756
2012-2013 Adopted Budget Total	54.25	8,234,892	5,982,542

Human Resources Department

Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Health and Safety Division Management <i>Strategic Support CSA</i> <i>Health and Safety</i> This action eliminates 1.0 Deputy Director position in the Health and Safety Division to align the Human Resources Department with the Information Technology and Finance Departments' management structure. In 2011-2012, the Health and Safety Division was reorganized with the Risk Insurance Program moving to the Finance Department and the Return to Work Program moving to the Office of Employee Relations. Management of the remaining programs in the Division, Workers' Compensation and Safety, will continue to be performed by an existing Division Manager. (Ongoing savings: \$243,783)	(1.00)	(243,783)	(243,783)
Performance Results: Cost This action results in cost savings with no anticipated service level changes.			
2. Benefits Division Staffing Realignment <i>Strategic Support CSA</i> <i>Employee Benefits</i> This action eliminates 2.0 Analyst positions and adds 2.0 Staff Technician positions in the Benefits Division while increasing efficiency in the Benefits Division. The new Staff Technician positions will assume responsibility for the transactional workload currently divided among four analysts in the Benefits Division, allowing the remaining two analysts to concentrate on higher level duties. (Ongoing savings: \$56,658)	0.00	(76,170)	0
Performance Results: Cost This action is anticipated to improve the cost efficiency of the Benefits Division.			
3. Deferred Compensation Clerical Staffing <i>Strategic Support CSA</i> <i>Employee Benefits</i> This action eliminates 1.0 Senior Office Specialist position and adds 0.75 Office Specialist PT position as a result of process improvements in the Deferred Compensation Unit. Efficiencies gained by transitioning participant contribution changes to an automated online process and moving some customer support services to the vendor have reduced the need for clerical services in the Deferred Compensation unit. (Ongoing savings: \$39,438)	(0.25)	(42,592)	(42,592)
Performance Results: Cost This action is anticipated to improve the cost efficiency of the Deferred Compensation Unit.			

Human Resources Department

Budget Changes By Department





Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
4. Human Resources Department Leadership <i>Strategic Support CSA</i> <i>Strategic Support</i> This action eliminates 1.0 Assistant Director position and restores 1.0 Human Resources Director position. The Human Resources Director and the Employee Relations Director (in the Office of the City Manager) positions were eliminated in 2011-2012 and the oversight of these functions was assumed by a Deputy City Manager. At that time, it was the Administration's intent to revisit this structure with the goal of restoring the Human Resources Director position when the City's fiscal situation improved. Upon reevaluation of the new structure, it has been determined that the Department Director position is the more appropriate management level for the department and can be funded at the same level as the current Assistant Director position. (Ongoing costs: \$0)	0.00	0	0
Performance Results: Quality This restructuring will result in increased oversight of the Human Resources Department.			
5. Employment Services Division Staffing <i>Strategic Support CSA</i> <i>Employment Services</i> This action restores funding for 1.0 Senior Analyst position, 1.0 Analyst II position and 1.0 Staff Technician position to address the increased demand for employment services in the City. In June 2012, the City's vacancy rate was approximately 8.5% (475 vacancies) with close to 250 positions authorized to be filled. This action will help reduce the number of vacant positions in the City to ensure that direct services to the community are being provided at budgeted levels. Additionally, requests for classification services including new classes, class specification revisions, and reallocations have increased. The Senior Analyst and Analyst II positions will focus on recruitments, placements, and classification services, while the Staff Technician position will provide support for these functions. (Ongoing costs: \$328,774)	3.00	305,131	305,131
Performance Results: Cycle Time Number of days to fill positions will decrease with additional staffing available to complete recruitments. Response times to department requests are also expected to improve.			
6. Rebudget: Employment Services <i>Strategic Support CSA</i> <i>Employment Services</i> This rebudget of unexpended personal services (\$25,000) and non-personal/equipment (\$25,000) funding ensures sufficient resources are available to meet increased recruitment needs due to the upcoming openings of four branch libraries and two planned Police Academies.		50,000	50,000
Performance Results: N/A (Final Budget Modification)			
2012-2013 Adopted Budget Changes Total	1.75	(7,414)	68,756

Human Resources Department

Performance Summary

Employee Benefits

Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 Cost of benefits administration per FTE	\$455	\$504	\$407	\$507
 % of requests for services responded to in one day	85%	90%	89%	90%
 % of Human Resources Information Systems transactions completed within the target pay period	100%	100%	100%	100%
 % of participants rating benefit program products and services as good to excellent:				
- City Employee Benefits staff customer service	45%	45%	45%	45%
- Benefit products and Vendor's customer Service	49%	49%	49%	49%

Changes to Performance Measures from 2011-2012 Adopted Budget: No

Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
Annual contributions to Deferred Compensation	\$34M	\$39M	\$31M	\$31M
% of employees contributing to Deferred Compensation	73%	70%	72%	72%
% of employees/retirees enrolled in dental HMO	5.5%	5.5%	5%	5%




Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No

Human Resources Department

Performance Summary

Employment Services

Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
 % of employee performance reviews completed on schedule	36%	60%	51%	80%
 Days for Recruitments	91	120	105	100
 Working days to reclassify an occupied position	201	200	200	200

Changes to Performance Measures from 2011-2012 Adopted Budget: No

Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
# of positions filled from recruitments:				
- Full time	321	400	514	400
- Part time	416	400	379	400

Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No

Human Resources Department

Performance Summary

Health and Safety

Performance Measures

	2010-2011 Actual	2011-2012 Target	2011-2012 Estimated	2012-2013 Target
🎯 # of Workers' Compensation claims per 100 FTEs	17.9	17.0	17.3	17.0
🎯 # of Workers' Compensation disability hours	213,400	200,000	194,000	200,000
🎯 # of Workers' Compensation disability hours per claim	204	200	195	200
💰 Expenditures for Workers' Compensation per \$100 of total City salaries and benefits	\$4.34	\$4.00	\$4.22	\$4.00

Changes to Performance Measures from 2011-2012 Adopted Budget: No

Activity and Workload Highlights

	2010-2011 Actual	2011-2012 Forecast	2011-2012 Estimated	2012-2013 Forecast
# of open Workers' Compensation claims	3,732	3,800	3,400	3,800
# of new Workers' Compensation claims	1,046	1,100	996	1,050
# of employees trained in safety	462	300	597	400
# of ergonomic evaluations	32	30	88	60
Total Workers' Compensation costs	\$19.1M	\$19.7M	\$17.9M	\$19.4M

Changes to Activity & Workload Highlights from 2011-2012 Adopted Budget: No

Human Resources Department

Departmental Position Detail

Position	2011-2012 Adopted	2012-2013 Adopted	Change
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	13.00	12.00	(1.00)
Assistant Director	1.00	0.00	(1.00)
Deputy Director, Human Resources	1.00	0.00	(1.00)
Director, Human Resources	0.00	1.00	1.00
Division Manager	3.00	3.00	-
Medical Assistant	1.00	1.00	-
Nurse Practitioner	1.00	1.00	-
Nurse Practitioner PT	0.50	0.50	-
Office Specialist II	2.00	2.00	-
Office Specialist II PT	1.00	1.75	0.75
Physician	1.00	1.00	-
Principal Account Clerk	1.00	1.00	-
Principal Office Specialist	1.00	1.00	-
Program Manager I	1.00	0.00	(1.00)
Senior Analyst	5.00	7.00	2.00
Senior Medical Assistant	1.00	1.00	-
Senior Office Specialist	6.00	5.00	(1.00)
Senior Workers' Compensation Claims Adjuster	2.00	2.00	-
Staff Technician	0.00	3.00	3.00
Workers' Compensation Claims Adjuster II	9.00	9.00	-
Total Positions	52.50	54.25	1.75

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