

## Human Resources

**Program Outcome**

To deliver exceptional services to the organization on a wide range of human resources issues in a responsive, cost effective and innovative manner.

Program Objectives

- 1D Provide general consulting services to Management, confidential employees and individuals to create and maintain an organizational structure and a climate to provide all employees and the organization the guidance needed to maximize all aspects of MVV, COG and PBB .

Tasks

- 1D01 Provide consultation to departments and employees.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	650.00	29,368	249.60	29,368	2.604	45.18

Unit of Work: Number of FTEs

- 1Z Provide administrative support for the program's objectives and resources.

Tasks

- 1Z01 Provide service delivery in support of program objectives and resources.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	1,872.00	121,135	1,872.00	362,912	1.000	193.86

Unit of Work: Hours

- 1Z03 Training (Sessions of 4 or more hours and safety training of any duration).

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	1,393.60	102,450	1,393.60	115,438	1.000	82.83

Unit of Work: Hours

20-Human Resources  
**2000-Employee Relations**

Performance Based  
 Budget Detail  
 For Council  
 2008-09

**Program Summary**

	* 2006-07 <u>Actual</u>	* 2007-08 <u>Budgeted</u>	* 2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
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**Expenditure Fund Breakdown**

100	100-General Fund	N/A	N/A	N/A	\$507,718
<b>Total Expenditures:</b>					\$507,718

*\*Program Reconfigured-No Comparable Data*

**Expenditure Category Breakdown**

Salaries and Benefits

61000	Full Time	N/A	N/A	N/A	\$165,846
61500	Health Insurance Medical				\$17,101
61520	Health Insurance Vision				\$217
61530	Health Insurance Dental				\$1,982
61540	Health Post Retirement				\$6,634
61650	Life Insurance				\$634
61660	Disability Insurance				\$1,210
61670	Retirement Contribution				\$44,905
61700	Fica				\$11,032
61720	Workers Comp				\$1,830
61740	Flex Management				\$1,562

<b>Total Salaries and Benefits</b>					\$252,953
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Operating Expenses

63000	Supplies				\$6,548
63068	Other Contracts				\$44,150
63078	Unemployment Expenses				\$2,165
63120	Tuition And Book Refund				\$78,297
70000	Meeting And Conferences				\$6,494
70015	Staff Development				\$6,494
70200	Employee Recognition				\$32,473
70210	Labor Contract Negotiation				

<b>Total Operating Expenses</b>					\$176,621
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**2000-Employee Relations**Fixed Charges

72150	Computer/Phones-Replacement	\$8,155
72200	Computer/Phones-Operations	\$33,878
72350	Building-Replacement	\$4,051
72500	Building-Operations	\$28,367
72650	Liability Service Fees	\$3,693

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Total Fixed Charges \$78,144

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**Total Expenditures:** \$507,718

*\*Program Reconfigured-No Comparable Data*

**2000-Employee Relations**

<b>Position Authorization for Program</b>	* 2006-07 <u>Actual</u>	* 2007-08 <u>Budgeted</u>	* 2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
Director Of Human Resources				874
Senior Human Resources Analyst				978
Human Resources Analyst II				312
Human Resources Technician I				1,352
<b>Total Personnel Hours</b>				3,515
<i>*Prior Year Data Not Comparable</i>				

**2010-Labor Relations**  
Manager: William Mertens

**Program Outcome**

To provide a forward-thinking cooperative labor relations program to create and maintain a culture of productive employees while effectuating good will between the City and the various Unions with whom the City has a collective bargaining agreement.

Program Objectives

- 1A Provide contract interpretation under the collective bargaining agreements the City has entered into with various Unions, as well as provide interpretation of the City's general policies both as they stand independently and how they work in conjunction with the collective bargaining agreements.

Performance Indicator

- 1Aa Number of consultations that yielded satisfactory results for the Manager that sought the consultation.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2008-09 Proposed	150.00	120.00	80%

Tasks

- 1A01 Conduct contract negotiations and meet and confer obligations under the City's various CBAs.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	644.00	24,471	208.00	43,198	3.096	67.08

Unit of Work: Full Time Equivalents

- 1A02 Interpret the City's various collective bargaining agreements (CBAs) and the City's Policies and Procedures.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	644.00	41,603	353.60	41,603	1.821	64.60

Unit of Work: Full Time Equivalents

**2010-Labor Relations**

- 1B Provide Management support as it applies to represented employees in the areas of discipline and grievance that may arise under the parties' collective bargaining agreements.

Performance Indicator

- 1Ba Number of grievances and disciplinary actions processed within time limits contained in the various CBAs or in the City's Policies and Procedures.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2008-09 Proposed	40.00	30.00	75%

Tasks

- 1B01 Provide support in all phases of the grievance processes in the various CBAs or under the City's Policies, as well as provide support in all phases of the arbitration and/or the appeals processes available to employees.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	25.00	7,342	62.40	7,342	0.401	293.68

Unit of Work: Number of grievances & arbitrations

- 1B02 Create and/or support management in the creation of Performance Action Plans for employees. Support and advise management in all forms of progressive discipline for all City employees.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	15.00	9,789	83.20	9,789	0.180	652.60

Unit of Work: Number of Disciplinary Actions and PAPs

- 1Z Provide administrative support for program's objectives and resources.

Tasks

- 1Z01 Provide service delivery in support of program objectives and resources.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	374.40	26,950	374.40	26,950	1.000	71.98

Unit of Work: Hours

**Program Summary**

		* 2006-07 <u>Actual</u>	* 2007-08 <u>Budgeted</u>	* 2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
<b><u>Expenditure Fund Breakdown</u></b>					
100	100-General Fund	N/A	N/A	N/A	\$128,882
<b>Total Expenditures:</b>					\$128,882

*\*Program Reconfigured-No Comparable Data*

**Expenditure Category Breakdown**

Salaries and Benefits

61000	Full Time	N/A	N/A	N/A	\$74,386
61500	Health Insurance Medical				\$5,054
61530	Health Insurance Dental				\$508
61540	Health Post Retirement				\$2,975
61650	Life Insurance				\$295
61660	Disability Insurance				\$464
61670	Retirement Contribution				\$20,709
61700	Fica				\$4,380
61720	Workers Comp				\$506
61740	Flex Management				\$878
<b><u>Total Salaries and Benefits</u></b>					\$110,155

Operating Expenses

70210	Labor Contract Negotiation				\$18,727
<b><u>Total Operating Expenses</u></b>					\$18,727

**Total Expenditures:** \$128,882

*\*Program Reconfigured-No Comparable Data*

**2010-Labor Relations**

**Position Authorization for Program**

	* 2006-07 <u>Actual</u>	* 2007-08 <u>Budgeted</u>	* 2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
Director Of Human Resources				707
Senior Human Resources Analyst				270
Human Resources Analyst II				104
<b>Total Personnel Hours</b>				1,082

*\*Prior Year Data Not Comparable*

**2020-Recruitment and Selection**  
Manager: Stacy Shell

**Program Outcome**

To improve the organization's most valuable asset, its work force and promote the City's image as a premier organization by providing effective recruitment and selection programs designed to attract and employ qualified, service oriented, performance driven employees.

Program Objectives

- 1A Design, plan and conduct recruitment campaigns that provide a sufficient number of highly qualified applicants for the hiring department's needs. Ensure the selection process measures job-related knowledge, skills and abilities, as well as other pertinent characteristics supportive of the City's MVV that results in a highly qualified pool of candidates from which the hiring authority can choose. Provide employment lists to the hiring department within 85 days of approval to fill the position. Achieve a 90% or better rating in customer surveys.

Performance Indicator

1Aa Number and percentage of employment lists completed within 85 days of approval.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	54.00	50.00	93%
2007-08 Budgeted	30.00	27.00	90%
2007-08 Year to Date	50.00	50.00	100%
2008-09 Proposed	50.00	45.00	90%

1Ab Number and percentage of applicants determined to be among the best qualified.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2008-09 Proposed	100.00	90.00	90%

Tasks

1A01 Conduct recruitments and develop eligibility lists.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	35.00	44,705	603.20	131,963	0.058	3,770.37

Unit of Work: Number of recruitment requests

**2020-Recruitment and Selection**

1Z Provide administrative support for the program's objectives and resources.

Tasks

1Z01 Provide service delivery in support of program objectives and resources.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	2,142.40	101,278	2,142.40	134,039	1.000	62.56

Unit of Work: Hours

**2020-Recruitment and Selection****Program Summary**

	2006-07 <u>Actual</u>	2007-08 <u>Budgeted</u>	2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
<b><u>Expenditure Fund Breakdown</u></b>				
100 100-General Fund	\$239,355	\$213,934	\$387,471	\$266,002
<b>Total Expenditures:</b>	\$239,355	\$213,934	\$387,471	\$266,002

**Expenditure Category Breakdown****Salaries and Benefits**

61000 Full Time	\$103,734	\$96,470	\$124,330	\$97,219
61200 Part Time			\$3,733	
61300 Over Time	\$443		\$1,068	
61500 Health Insurance Medical	\$623	\$8,582	\$2,472	\$7,875
61510 Health Ins Med Waiver	\$9,930		\$10,038	
61520 Health Insurance Vision			\$135	\$266
61530 Health Insurance Dental	\$3,004	\$2,506	\$1,995	\$1,663
61540 Health Post Retirement	\$4,193	\$3,859	\$4,996	\$3,888
61650 Life Insurance	\$439	\$227	\$458	\$186
61660 Disability Insurance	\$1,089	\$1,003	\$1,113	\$826
61670 Retirement Contribution	\$25,566	\$23,829	\$31,175	\$24,588
61680 Deferred Comp Matching	\$1,666		\$2,176	
61700 Fica	\$8,807	\$7,348	\$10,811	\$7,301
61720 Workers Comp	\$462	\$732	\$1,128	\$1,909
61740 Flex Management	\$1,077	\$279	\$2,769	\$262
<b><u>Total Salaries and Benefits</u></b>	\$161,039	\$144,835	\$198,404	\$145,983

**Operating Expenses**

63000 Supplies			\$11	
63098 Recruiting/Selection Expenses	\$49,892	\$31,837	\$134,397	\$72,474
63102 Medical Exams	\$10,535	\$5,455	\$22,397	\$14,784
70000 Meeting And Conferences			\$454	
<b><u>Total Operating Expenses</u></b>	\$60,427	\$37,292	\$157,260	\$87,258

**2020-Recruitment and Selection**Fixed Charges

72150	Computer/Phones-Replacement	\$2,376	\$6,171	\$6,171	\$6,356
72200	Computer/Phones-Operations	\$15,513	\$25,636	\$25,635	\$26,405
<u>Total Fixed Charges</u>		\$17,889	\$31,807	\$31,806	\$32,761
<b>Total Expenditures:</b>		\$239,355	\$213,934	\$387,471	\$266,002

**2020-Recruitment and Selection****Position Authorization for Program**

	2006-07	2007-08	2007-08	2008-09
	<u>Actual</u>	<u>Budgeted</u>	<u>Year to Date</u>	<u>Proposed</u>
Ltd Ser-Professional			106	
Director Of Human Resources	17		51	42
Senior Human Resources Analyst	57		1,667	1,040
Employee Services Manager	92	104	2	
Human Resources Analyst II	7			
Human Resources Analyst I	1,517	1,269		
Confidential Secretary	5			
Administrative Clerk III			23	
Human Resources Technician II	1,960	1,789	92	
Human Resources Technician I			1,899	1,664
Hr Technician - Contract	81		478	
<b>Total Personnel Hours</b>	<b>3,735</b>	<b>3,162</b>	<b>4,317</b>	<b>2,746</b>

**2030-Workers' Compensation**  
Manager: Charla Freckmann

**Program Outcome**

To protect the Organization's resources by providing a workers' compensation insurance program to ensure compliance with established legal requirements and foster a safe and healthy work environment.

Program Objectives

- 1D To protect the City's resources by administering an effective Workers' Compensation Program so that legal compliance is ensured and lost hours for work-related injuries or illnesses are reduced.

Performance Indicator

- 1Da Administer a modified duty program so that the lost time hours frequency rate per 100 hours worked is reduced by 1% from the base, which is the average for the four most recent fiscal years.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	11,150.17	9,173.38	82%
2007-08 Budgeted	11,347.33	6,149.30	54%
2007-08 Year to Date	5,670.00	4,244.66	75%
2008-09 Proposed	11,347.33	6,149.30	54%

- 1Db Achieve a 2% reduction in total work related injuries, including first aid injuries, from the average of the four most recent fiscal years.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2008-09 Proposed	89.00	87.00	98%

20-Human Resources  
**2030-Workers' Compensation**

Performance Based  
 Budget Detail  
 For Council  
 2008-09

Tasks

1D01 Administer Workers' Compensation Program

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2006-07 Actual	650.00	20,589	342.00	20,589	1.901	31.68
2007-08 Budgeted	650.00	41,062	624.00	41,062	1.042	63.17
2007-08 Year to Date	270.00	451	8.50	2,701	31.765	10.01
2008-09 Proposed	644.00	94,922	1,248.00	94,922	0.516	147.39

Unit of Work: Number of FTE employees

1Z Provide administrative support for the program's objectives and resources.

Tasks

1Z01 Provide service delivery in support of program objectives and resources.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	520.00	43,878	520.00	76,020	1.000	146.19

Unit of Work: Hours

**2030-Workers' Compensation****Program Summary**

		2006-07 <u>Actual</u>	2007-08 <u>Budgeted</u>	2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
<b><u>Expenditure Fund Breakdown</u></b>					
100	100-General Fund	\$262,622	\$249,642	\$253,080	\$63,040
610	610-Workers' Compensation	\$43,830	\$59,982	\$25,206	\$107,902
<b>Total Expenditures:</b>		\$306,453	\$309,624	\$278,286	\$170,942

**Expenditure Category Breakdown****Salaries and Benefits**

61000	Full Time	\$77,486	\$73,337	\$81,283	\$92,842
61200	Part Time			\$5,389	
61500	Health Insurance Medical	\$4,506	\$7,488	\$5,284	\$5,289
61530	Health Insurance Dental	\$562	\$778	\$477	\$475
61540	Health Post Retirement	\$3,049	\$2,934	\$3,229	\$3,713
61650	Life Insurance	\$290	\$308	\$329	\$390
61660	Disability Insurance	\$692	\$741	\$790	\$771
61670	Retirement Contribution	\$18,589	\$18,709	\$20,218	\$26,173
61680	Deferred Comp Matching	\$2,211		\$2,418	
61700	Fica	\$5,827	\$5,536	\$6,708	\$6,816
61720	Workers Comp	\$599	\$558	\$855	\$631
61740	Flex Management	\$3,066	\$460	\$4,615	\$1,700
<b>Total Salaries and Benefits</b>		\$116,882	\$110,849	\$131,599	\$138,800

**Operating Expenses**

63102	Medical Exams	\$3,285	\$4,137	\$1,258	
63116	Industrial Safety Program	\$1,344	\$3,546	\$1,266	
63117	Safety	\$9,397	\$8,469	\$1,557	
63128	Wellness Program	\$808	\$3,183	\$319	
63158	Consultant/Contract Services			\$2,250	
70106	Fire And Earthquake Insurance	\$134,695	\$142,611	\$102,583	
70115	Employee Bond	\$6,226	\$5,624	\$6,248	
<b>Total Operating Expenses</b>		\$155,756	\$167,570	\$115,483	

**2030-Workers' Compensation**Fixed Charges

72150	Computer/Phones-Replacement	\$4,151	\$6,054	\$6,054	\$6,236
72200	Computer/Phones-Operations	\$29,664	\$25,151	\$25,151	\$25,906
<u>Total Fixed Charges</u>		\$33,815	\$31,205	\$31,205	\$32,142
<b>Total Expenditures:</b>		\$306,453	\$309,624	\$278,286	\$170,942

**2030-Workers' Compensation****Position Authorization for Program**

	2006-07	2007-08	2007-08	2008-09
	<u>Actual</u>	<u>Budgeted</u>	<u>Year to Date</u>	<u>Proposed</u>
Ltd Ser-Professional			153	
Director Of Human Resources	131	21	72	104
Senior Human Resources Analyst	184	250	1,583	1,664
Employee Services Manager	818	208	285	
Human Resources Analyst II	677	1,040	69	
Confidential Secretary		208		
Human Resources Technician II	114	62		
Interim Hr Director			6	
<b>Total Personnel Hours</b>	<b>1,922</b>	<b>1,789</b>	<b>2,167</b>	<b>1,768</b>

**2040-Benefits Administration**  
Manager: Patricia Kreymborg

**Program Outcome**

To support the Organization's efforts to attract and retain qualified employees by effectively managing a comprehensive benefits program in compliance with labor union agreements, legal requirements and City policies.

Program Objectives

- 1A Provide benefits assistance and respond to benefit questions quickly and accurately by Human Resources staff members. Receive a 90% or better rating in customer surveys. Accurately process 95% of retirement health and benefit enrollment/changes.

Performance Indicator

- 1Aa Update employee benefit records to reflect employee requested changes within two weeks of requested change 95% of the time.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	232.00	224.00	97%
2007-08 Budgeted	300.00	285.00	95%
2007-08 Year to Date	348.00	283.00	81%
2008-09 Proposed	300.00	285.00	95%

- 1Ac Number and percent of employees agreeing that HR Staff responds quickly and accurately to benefits related questions.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	83.00	74.00	89%
2007-08 Budgeted	150.00	135.00	90%
2007-08 Year to Date	167.00	114.00	68%
2008-09 Proposed	150.00	135.00	90%

20-Human Resources  
**2040-Benefits Administration**

Performance Based  
 Budget Detail  
 For Council  
 2008-09

Tasks

1A01 Administer the benefit program.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	1,097.00	45,673	728.00	45,673	1.507	41.63

Unit of Work: Number of benefit-eligible employees including CCRS retirees

1Z Provide administrative support for the program's objectives and resources.

Tasks

1Z01 Provide service delivery in support of program objectives and resources.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	1,414.40	84,863	1,414.40	176,779	1.000	124.99

Unit of Work: Hours

20-Human Resources  
**2040-Benefits Administration**

Performance Based  
 Budget Detail  
 For Council  
 2008-09

**Program Summary**

	2006-07 <u>Actual</u>	2007-08 <u>Budgeted</u>	2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
<b><u>Expenditure Fund Breakdown</u></b>				
100 100-General Fund	\$204,277	\$329,919	\$219,008	\$222,452
<b>Total Expenditures:</b>	\$204,277	\$329,919	\$219,008	\$222,452

**Expenditure Category Breakdown**

Salaries and Benefits

61000 Full Time	\$108,646	\$160,443	\$91,598	\$87,111
61500 Health Insurance Medical	\$8,086	\$12,463	\$7,142	\$8,510
61520 Health Insurance Vision			\$27	\$77
61530 Health Insurance Dental	\$847	\$1,293	\$544	\$829
61540 Health Post Retirement	\$3,624	\$6,416	\$3,592	\$3,485
61650 Life Insurance	\$381	\$674	\$344	\$365
61660 Disability Insurance	\$933	\$1,535	\$833	\$723
61670 Retirement Contribution	\$22,093	\$42,327	\$22,373	\$22,191
61680 Deferred Comp Matching	\$2,523		\$2,466	
61700 Fica	\$8,295	\$11,792	\$6,968	\$6,474
61720 Workers Comp	\$833	\$1,218	\$692	\$671
61740 Flex Management	\$1,077	\$1,840	\$307	\$100
<b><u>Total Salaries and Benefits</u></b>	\$157,343	\$240,001	\$136,892	\$130,536

Operating Expenses

63046 Retiree Medical-Sick Leave	\$5,493	\$8,294	\$4,068	\$8,294
70220 Employee Assistance	\$41,441	\$45,017	\$41,441	\$45,917
<b><u>Total Operating Expenses</u></b>	\$46,935	\$53,311	\$45,510	\$54,211

Fixed Charges

**2040-Benefits Administration**

72150	Computer/Phones-Replacement	\$7,102	\$7,101	\$7,315
72200	Computer/Phones-Operations	\$29,505	\$29,505	\$30,390
<u>Total Fixed Charges</u>		\$36,607	\$36,606	\$37,705
<b>Total Expenditures:</b>		\$204,277	\$329,919	\$219,008
			\$219,008	\$222,452

**2040-Benefits Administration****Position Authorization for Program**

	2006-07 <u>Actual</u>	2007-08 <u>Budgeted</u>	2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
Director Of Human Resources	22	42	8	104
Senior Human Resources Analyst	46		227	
Employee Services Manager	870	1,872	84	
Human Resources Analyst II	1,269	1,040	1,933	1,560
Confidential Secretary	2	291		
Human Resources Technician II	285	416	56	
Human Resources Technician I			287	478
Interim Hr Director			7	
<b>Total Personnel Hours</b>	<b>2,493</b>	<b>3,661</b>	<b>2,601</b>	<b>2,142</b>

**2050-Organizational Training and Development**  
Manager: William Mertens

**Program Outcome**

To support the Organization's Mission, Vision, Values by providing training modules that develop the skills and competencies needed by City employees to increase the efficiency and effectiveness of service delivery.

Program Objectives

- 1A Administer an effective New Employee Orientation Program so that 90% of new hires indicate program participation helped them transition into the organization, understand our MVV and customer service philosophy.

Performance Indicator

- 1Aa Number and percent of new employees surveyed indicating program participation enabled them to transition quickly and effectively into the organization.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	18.00	17.00	94%
2007-08 Budgeted	45.00	41.00	91%
2007-08 Year to Date	60.00	60.00	100%
2008-09 Proposed	45.00	41.00	91%

- 1Ab Number and percent of new employees' supervisors surveyed indicating participation in the program enabled the new hire to transition quickly.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	22.00	22.00	100%
2007-08 Budgeted	20.00	18.00	90%
2007-08 Year to Date	50.00	50.00	100%
2008-09 Proposed	20.00	18.00	90%

**2050-Organizational Training and Development**

Tasks

1A01 Conduct new employee orientations.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2006-07 Actual	43.00	3,945	121.75	4,867	0.353	113.20
2007-08 Budgeted	45.00	3,765	83.20	9,124	0.541	202.76
2007-08 Year to Date	67.00	3,617	70.00	4,581	0.957	68.39
2008-09 Proposed	45.00	14,111	249.60	19,577	0.180	435.04

Unit of Work: Number of employees completing orientations

1C Provide general and safety training so that organizational initiatives are supported and advanced.

Performance Indicator

1Ca Number and percent of employees surveyed reporting participation in the Organizational Training and Development Program improved individual and team performance.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	70.00	68.00	97%
2007-08 Budgeted	150.00	135.00	90%
2007-08 Year to Date	64.00	64.00	100%
2008-09 Proposed	225.00	203.00	90%

1Cb Number and percent of training courses receiving an overall rating of Superior or better.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	6.00	6.00	100%
2007-08 Budgeted	16.00	14.00	88%
2007-08 Year to Date	5.00	5.00	100%
2008-09 Proposed	16.00	14.00	88%

**2050-Organizational Training and Development**

1Cc Number and percent of participants surveyed indicating Norcal training provided valuable information for improving employee relations.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2008-09 Proposed	50.00	45.00	90%

Tasks

1C01 Development and administration of the Organizational Training and Development Program.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2006-07 Actual	70.00	5,757	113.00	22,228	0.619	317.56
2007-08 Budgeted	288.00	22,018	312.00	44,279	0.923	153.75
2007-08 Year to Date	64.00	4,245	76.00	12,788	0.842	199.83
2008-09 Proposed	288.00	23,577	312.00	88,384	0.923	306.89

Unit of Work: Number of employees participating in training workshops

1Z Provide administrative support for the program's objectives and resources.

Tasks

1Z01 Provide service delivery in support of program objectives and resources.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	520.00	36,303	520.00	48,048	1.000	92.40

Unit of Work: Hours

**2050-Organizational Training and Development****Program Summary**

	2006-07 <u>Actual</u>	2007-08 <u>Budgeted</u>	2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
<b><u>Expenditure Fund Breakdown</u></b>				
100 100-General Fund	\$47,718	\$141,082	\$47,251	\$156,009
<b>Total Expenditures:</b>	\$47,718	\$141,082	\$47,251	\$156,009

**Expenditure Category Breakdown****Salaries and Benefits**

61000 Full Time	\$16,070	\$50,667	\$15,358	\$48,974
61300 Over Time			\$159	
61500 Health Insurance Medical	\$276	\$3,609	\$527	\$4,290
61520 Health Insurance Vision			\$7	\$50
61530 Health Insurance Dental	\$171	\$779	\$247	\$645
61540 Health Post Retirement	\$609	\$2,027	\$567	\$1,959
61650 Life Insurance	\$44	\$149	\$57	\$152
61660 Disability Insurance	\$110	\$509	\$134	\$395
61670 Retirement Contribution	\$3,709	\$13,326	\$3,404	\$13,060
61680 Deferred Comp Matching	\$353		\$307	
61700 Fica	\$1,213	\$3,868	\$1,087	\$3,524
61720 Workers Comp	\$96	\$384	\$113	\$489
61740 Flex Management		\$665		\$453
<b><u>Total Salaries and Benefits</u></b>	\$22,658	\$75,983	\$21,972	\$73,991

**Operating Expenses**

63116 Industrial Safety Program				\$3,617
63117 Safety				\$8,638
63122 Employee Training & Develop	\$25,060	\$53,697	\$13,877	\$54,771
63128 Wellness Program				\$3,247
<b><u>Total Operating Expenses</u></b>	\$25,060	\$53,697	\$13,877	\$70,273

**Fixed Charges**

**2050-Organizational Training and Development**

72150	Computer/Phones-Replacement	\$2,212	\$2,211	\$2,279
72200	Computer/Phones-Operations	\$9,190	\$9,189	\$9,466
<u>Total Fixed Charges</u>		\$11,402	\$11,401	\$11,745
<b>Total Expenditures:</b>		\$47,718	\$141,082	\$47,251
				\$156,009

**2050-Organizational Training and Development****Position Authorization for Program**

	2006-07 <u>Actual</u>	2007-08 <u>Budgeted</u>	2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
Director Of Human Resources	4		34	104
Senior Human Resources Analyst	157	520	227	562
Employee Services Manager	56	104	3	
Human Resources Analyst II				104
Human Resources Analyst I	112	458		
Confidential Secretary	5	104		
Human Resources Technician II	80	83	78	
Human Resources Technician I	80		94	312
Interim Hr Director			5	
<b>Total Personnel Hours</b>	<b>493</b>	<b>1,269</b>	<b>440</b>	<b>1,082</b>

**2060-Classification & Compensation**  
Manager: William Mertens

**Program Outcome**

Design and administer compensation and classification systems and pay and performance recognition programs that advance the organization's culture and enhance the contributions of employees toward achieving the City's MVV.

**Program Objectives**

- 1A Develop and implement compensation and performance recognition programs that promote job performance, performance feedback, and performance accountability and encourage desired organizational outcomes. Conduct and present compensation analysis in support of grade assignment, pay adjustment recommendations, labor negotiations, and staffing levels. Achieve a 90% or better rating in customer surveys. Accurately process 95% of compensation analysis and data report requests within established deadlines.

**Performance Indicator**

- 1Ac Number and percent of personnel actions processed in a timely and accurate manner. Achieve a 95% accuracy rating (without re-work).

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	1,421.00	1,421.00	100%
2007-08 Budgeted	1,100.00	1,040.00	95%
2007-08 Year to Date	1,362.00	1,264.00	93%
2008-09 Proposed	1,100.00	1,040.00	95%

- 1Ad Number and percent of performance appraisals submitted on time. Achieve a 90% timely submittal rate.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2006-07 Actual	135.00	35.00	26%
2007-08 Budgeted	289.00	260.00	90%
2007-08 Year to Date	228.00	118.00	52%
2008-09 Proposed	289.00	260.00	90%

- 1Ae Number and percent of compensation analysis and data report requests completed within established deadlines.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2008-09 Proposed	50.00	45.00	90%

**2060-Classification & Compensation**

## Tasks

1A01 Conduct personnel action processing and administration of the pay and performance recognition program.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2006-07 Actual	1,421.00	30,627	818.75	30,627	1.736	21.55
2007-08 Budgeted	1,100.00	47,720	1,060.80	47,720	1.037	43.38
2007-08 Year to Date	1,362.00	80,283	1,993.25	80,283	0.683	58.95
2008-09 Proposed	1,100.00	108,621	2,204.80	108,621	0.499	98.75

Unit of Work: Number of Personnel Actions Processed

1A02 Administer pay and performance recognition programs.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2006-07 Actual	650.00	13,151	234.50	13,151	2.772	20.23
2007-08 Budgeted	650.00	17,462	353.60	17,462	1.838	26.86
2007-08 Year to Date	648.00	11,629	197.00	11,629	3.289	17.95
2008-09 Proposed	650.00	15,870	208.00	15,870	3.125	24.42

Unit of Work: Number of FTE employees

1A03 Conduct compensation analysis and provide data reports upon request.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	50.00	23,805	312.00	23,805	0.160	476.10

Unit of Work: Requests

**2060-Classification & Compensation**

- 1B Develop classifications and conduct classification reviews. Complete 90% of classification reviews within 90 days of requests received, measured as completed.

Performance Indicator

- 1Ba Number and percent of classification reviews completed within 90 days of request receipt, measured as completed. Excludes time spent by requester or requesting department providing additional required information.

	<u>Number Measured</u>	<u>Number Achieved</u>	<u>Percent Achieved</u>
2008-09 Proposed	20.00	18.00	90%

Tasks

- 1B01 Conduct classification reviews.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2006-07 Actual	30.00	12,793	285.00	12,793	0.105	426.44
2007-08 Budgeted	15.00	19,802	353.60	19,802	0.042	1,320.13
2007-08 Year to Date	51.00	12,035	220.00	12,035	0.232	235.99
2008-09 Proposed	25.00	38,993	520.00	38,993	0.048	1,559.72

Unit of Work: Number of classification requests

- 1Z Provide administrative support for the program's objectives and resources.

Tasks

- 1Z01 Provide service delivery in support of program objectives and resources.

	<u>Units</u>	<u>Personnel Cost</u>	<u>Hours</u>	<u>Total Cost</u>	<u>Unit/Hour</u>	<u>Unit Cost</u>
2008-09 Proposed	1,060.80	65,121	1,060.80	99,647	1.000	93.94

Unit of Work: Hours

20-Human Resources  
**2060-Classification & Compensation**

Performance Based  
 Budget Detail  
 For Council  
 2008-09

**Program Summary**

		<u>2006-07</u> <u>Actual</u>	<u>2007-08</u> <u>Budgeted</u>	<u>2007-08</u> <u>Year to Date</u>	<u>2008-09</u> <u>Proposed</u>
<b><u>Expenditure Fund Breakdown</u></b>					
100	100-General Fund	\$192,799	\$227,057	\$240,554	\$286,936
<b>Total Expenditures:</b>		\$192,799	\$227,057	\$240,554	\$286,936
 <b><u>Expenditure Category Breakdown</u></b>					
<u>Salaries and Benefits</u>					
61000	Full Time	\$118,369	\$129,083	\$134,893	\$159,356
61300	Over Time			\$180	
61500	Health Insurance Medical	\$814	\$9,619	\$12,379	\$23,579
61510	Health Ins Med Waiver	\$9,930		\$5,881	
61520	Health Insurance Vision			\$260	\$390
61530	Health Insurance Dental	\$1,803	\$1,835	\$2,137	\$2,978
61540	Health Post Retirement	\$4,798	\$5,164	\$5,272	\$6,374
61650	Life Insurance	\$474	\$494	\$576	\$580
61660	Disability Insurance	\$1,182	\$1,288	\$1,378	\$1,333
61670	Retirement Contribution	\$28,943	\$33,824	\$33,117	\$42,486
61680	Deferred Comp Matching	\$2,359		\$2,650	
61700	Fica	\$9,906	\$9,779	\$10,784	\$11,825
61720	Workers Comp	\$915	\$981	\$1,085	\$2,020
61740	Flex Management	\$1,461	\$1,470	\$2,381	\$1,489
<b><u>Total Salaries and Benefits</u></b>		\$180,960	\$193,537	\$212,979	\$252,410
 <u>Operating Expenses</u>					
63068	Other Contracts	\$11,838	\$10,716	\$4,771	\$11,037
<b><u>Total Operating Expenses</u></b>		\$11,839	\$10,716	\$4,772	\$11,037
 <u>Fixed Charges</u>					

20-Human Resources

Performance Based  
Budget Detail  
For Council  
2008-09

**2060-Classification & Compensation**

72150	Computer/Phones-Replacement	\$4,424	\$4,424	\$4,557
72200	Computer/Phones-Operations	\$18,380	\$18,380	\$18,932
<u>Total Fixed Charges</u>		\$22,804	\$22,804	\$23,489
<b>Total Expenditures:</b>		\$192,799	\$227,057	\$240,554
			\$240,554	\$286,936

**2060-Classification & Compensation****Position Authorization for Program**

	2006-07	2007-08	2007-08	2008-09
	<u>Actual</u>	<u>Budgeted</u>	<u>Year to Date</u>	<u>Proposed</u>
Director Of Human Resources	30	62	56	146
Senior Human Resources Analyst	1,476	1,310	1,943	1,726
Employee Services Manager	55	104	13	
Human Resources Analyst II	117		46	
Human Resources Analyst I	316	354		
Confidential Secretary		62		
Human Resources Technician II	1,678	1,602	196	
Human Resources Technician I			1,802	2,434
Hr Technician - Contract			6	
<b>Total Personnel Hours</b>	<b>3,670</b>	<b>3,494</b>	<b>4,063</b>	<b>4,306</b>

**Department Summary****20 Human Resources**

Manager: William Mertens

		2006-07 <u>Actual</u>	2007-08 <u>Budgeted</u>	2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
<b><u>Expenditure Fund Breakdown</u></b>					
100	100-General Fund	\$1,974,482	\$1,838,992	\$1,993,334	\$1,631,039
610	610-Workers' Compensation	\$43,830	\$59,982	\$25,206	\$107,902
<b>Total Expenditures:</b>		\$2,018,312	\$1,898,974	\$2,018,540	\$1,738,941

**Expenditure Category Breakdown**Salaries and Benefits

61000	Full Time	\$723,930	\$805,772	\$773,884	\$725,734
61200	Part Time	\$3,724		\$32,660	
61300	Over Time	\$443		\$1,486	
61500	Health Insurance Medical	\$33,846	\$65,595	\$51,828	\$71,698
61510	Health Ins Med Waiver	\$19,860		\$17,645	
61520	Health Insurance Vision			\$626	\$1,000
61530	Health Insurance Dental	\$8,507	\$10,073	\$7,331	\$9,080
61540	Health Post Retirement	\$27,966	\$32,231	\$28,257	\$29,028
61650	Life Insurance	\$2,799	\$3,094	\$2,574	\$2,602
61660	Disability Insurance	\$6,330	\$7,319	\$5,776	\$5,722
61670	Retirement Contribution	\$170,288	\$211,989	\$162,776	\$194,112
61680	Deferred Comp Matching	\$16,333		\$14,987	
61700	Fica	\$53,542	\$56,623	\$57,286	\$51,352
61720	Workers Comp	\$5,211	\$6,121	\$6,300	\$8,056
61740	Flex Management	\$12,058	\$8,294	\$12,835	\$6,444
<b><u>Total Salaries and Benefits</u></b>		\$1,084,844	\$1,207,111	\$1,176,257	\$1,104,828

Operating Expenses

63000	Supplies	\$18,372	\$6,420	\$7,087	\$6,548
63046	Retiree Medical-Sick Leave	\$5,493	\$8,294	\$4,068	\$8,294
63068	Other Contracts	\$21,711	\$53,580	\$45,808	\$55,187
63078	Unemployment Expenses	\$1,980	\$2,123	\$2,098	\$2,165
63098	Recruiting/Selection Expenses	\$49,892	\$31,837	\$134,397	\$72,474
63102	Medical Exams	\$13,820	\$9,592	\$23,655	\$14,784

Year-To-Date Thru 6/30/2008

## 20-Human Resources

Performance Based  
Budget Detail  
For Council  
2008-09

63116	Industrial Safety Program	\$1,344	\$3,546	\$1,266	\$3,617
63117	Safety	\$9,397	\$8,469	\$1,557	\$8,638
63120	Tuition And Book Refund	\$129,917	\$42,448	\$157,393	\$78,297
63122	Employee Training & Develop	\$25,060	\$53,697	\$13,877	\$54,771
63128	Wellness Program	\$808	\$3,183	\$319	\$3,247
63158	Consultant/Contract Services	\$54,213		\$55,871	
70000	Meeting And Conferences	\$4,954	\$6,367	\$6,218	\$6,494
70015	Staff Development	\$1,729	\$6,367	\$9,132	\$6,494
70106	Fire And Earthquake Insurance	\$134,695	\$142,611	\$102,583	
70115	Employee Bond	\$6,226	\$5,624	\$6,248	
70200	Employee Recognition	\$16,027	\$31,836	\$14,004	\$32,473
70210	Labor Contract Negotiation		\$18,360		\$18,727
70220	Employee Assistance	\$41,441	\$45,017	\$41,441	\$45,917
70420	Telephone	\$1,446		\$2,761	
71010	Cap/Outlay Computer	\$5,165			
<u>Total Operating Expenses</u>		\$543,696	\$479,371	\$629,791	\$418,127
<u>Fixed Charges</u>					
72150	Computer/Phones-Replacement	\$7,635	\$33,880	\$33,879	\$34,898
72200	Computer/Phones-Operations	\$71,250	\$140,753	\$140,753	\$144,977
72250	Office Equipment-Replacement	\$5,000			
72350	Building-Replacement	\$3,312	\$4,904	\$4,904	\$4,051
72500	Building-Operations	\$26,267	\$29,056	\$29,055	\$28,367
72650	Liability Service Fees	\$276,308	\$3,899	\$3,899	\$3,693
<u>Total Fixed Charges</u>		\$389,773	\$212,492	\$212,492	\$215,986
<b>Total Expenditures:</b>		\$2,018,312	\$1,898,974	\$2,018,540	\$1,738,941

<b>Position Authorization for Department</b>	2006-07 <u>Actual</u>	2007-08 <u>Budgeted</u>	2007-08 <u>Year to Date</u>	2008-09 <u>Proposed</u>
Ltd Ser-Admin Support	168		753	
Ltd Ser-Professional			501	
Director Of Human Resources	2,240	2,080	1,960	2,080
Senior Human Resources Analyst	2,128	2,080	5,800	6,240
Employee Services Manager	3,544	4,160	1,120	
Human Resources Analyst II	2,080	2,080	2,080	2,080
Human Resources Analyst I	2,080	2,080		
Police Dispatcher II	301		56	
Confidential Secretary	1,606	2,080		
Administrative Clerk III			23	
Human Resources Technician II	4,225	4,160	473	
Human Resources Technician I	161		5,792	6,240
Hr Technician - Contract	81		484	
Interim Hr Director			584	
<b>Total Personnel Hours</b>	<b>18,613</b>	<b>18,720</b>	<b>19,623</b>	<b>16,640</b>