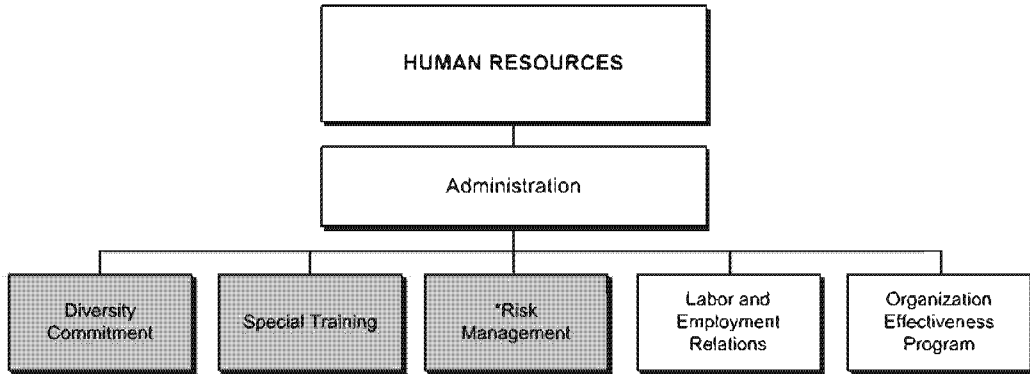


Human Resources



*See Risk Management section for budget details



Mission Statement

To maximize individual and organizational potential by delivering proactive and collaborative employee relations and development programs.

Department Description

The Human Resources Department (HRD) serves to consolidate and coordinate Citywide human resource functions and creates a central source of human resources expertise for consistency and efficiency. HRD includes labor & employment relations; equal opportunity policy; training and enforcement efforts; diversity commitment efforts; a Citywide training program including supervisory and leadership development; organization effectiveness services; and an employee assistance program. The Risk Management Department is organizationally located as part of HRD, but is presented in this document as a separate budget department. Risk Management programs include the administration of employee benefits, employee safety, workers' compensation, and public liability loss control and claims processing.

Division/Major Program Description

Administration

Administration provides policy direction for Citywide labor and human resources issues and overall administration of the Human Resources Department. The Division provides guidance and accountability across City departments regarding employment-related policies, and coordinates unclassified recruitment processes for managerial departments.

Diversity Commitment Program

The Diversity Commitment Program provides strategic direction, consultation, and education on diversity-related issues. The program also keeps City management informed of and responsive to current issues related to workforce diversity. The program is responsible for an array of workshops and educational sessions to increase the organization's skills and to build cultural competence in working with others in the workplace and with our diverse community.

Human Resources

Division/Major Program Description

Employee Assistance Program

The Employee Assistance Program (EAP) provides counseling and referral services that assist employees in solving personal and workplace problems that affect productivity, job performance, and workplace safety. EAP provides training for supervisors on early intervention skills to recognize signs and symptoms and get employees help in addressing problems including drug and alcohol abuse.

Labor & Employment Relations

Labor & Employment Relations provides advice, counsel, and policy direction to managers on labor and employment issues such as meeting and conferring with labor unions, grievance resolution, disciplinary actions, employee settlements, performance management issues, leave provisions, federal and state labor laws, and rewards and recognition programs. The Division fosters positive relationships with the City's four recognized labor organizations and negotiates labor contracts, as well as represents the City Manager in a variety of labor issues. The City Manager's Equal Employment Opportunity (EEO) Program coordinates Citywide EEO training, complaint tracking and resolution issues, in conjunction with the Personnel Department, Labor Relations and the City Attorney's Office. The Program consults with departments on evaluating the feasibility of reasonable accommodation and it delivers educational and compliance training on American with Disability Act (ADA) issues.

Organization Effectiveness Program

The Organization Effectiveness Program (OEP) provides consulting and facilitation services that enhance customer service, productivity, innovation, employee job satisfaction, and cost effectiveness. Expertise includes: change management, customer and employee surveys, strategic planning, management coaching, team building, responsibility clarification, and conflict resolution. OEP runs the Citywide training program for supervisory and leadership development. OEP assists the City Manager in implementing Citywide initiatives that increase organization effectiveness.

Service Efforts and Accomplishments

The Labor & Employment Relations staff has continued to work to implement the third and final year of the labor contracts for International Association of Fire Fighters Local 145, Municipal Employees' Association (MEA), and American Federation of State, County and Municipal Employees, Local 127 as well as the second and final year of the Police Officers Association (POA) labor contract. Labor & Employment Relations staff will begin contract negotiations with all four unions in Fiscal Year 2005 for successor labor agreements. The staff will continue working with labor management committees in departments to foster positive labor-management working relationships. The City Manager's Equal Employment Opportunity (EEO) Program coordinated complaint-tracking activity, provided training and consultation to City Departments, and reviewed and recommended refinements to the City's EEO Policy. An updated EEO Policy - Annual Statement - was issued. EEO and Diversity developed a video and trained all San Diego Fire-Rescue Department management and battalion chiefs to deliver sexual harassment prevention training to staff. In addition, the Citywide Americans with Disabilities Act Committee developed and implemented an ADA/FEHA training module, which is designed to assist City supervisors and/or

Service Efforts and Accomplishments

EEO liaisons in evaluating the feasibility of providing reasonable accommodation in the workplace. The City continues to leverage both its EEO and ADA commitment through the delivery of educational awareness and compliance training, and the overall management of Citywide cases and trend analyses.

The Human Resources Department (HRD) staff assists the City Manager by conducting, or assisting executive search firms in conducting, recruitment processes for management positions in the unclassified service. A combination of internal and external recruitments (ranging from local/regional to nationwide searches) took place last year including the selection and appointment of a new Chief of Police, Qualcomm Stadium Marketing Manager, and several key Deputy Director and Program Manager positions across the managerial unclassified service.

The Employee Assistance Program (EAP) continues to effectively intervene to solve adverse personal and job performance situations, occupational health and social problems, including alcohol and drug abuse. EAP has helped reduce litigation against the City, attendance problems, productivity losses, workplace violence, workers' compensation claims and other liabilities. EAP continues to provide substance abuse, stress management and other trainings to educate supervisors and employees. EAP provides wellness services and presented a Wellness Health Fair in Fiscal Year 2004 and hopes to make this an annual event.

The Diversity Commitment Program continues to build cultural competence throughout the organization. Skill training, conflict resolution, cultural awareness, and team building sessions are delivered to employees, supervisors, and managers to increase their ability to respond effectively to a range of workplace and community differences. The Diversity Distinction Award recognized 91 employees for being outstanding examples of how to show respect, consideration and acceptance of other people.

The Organization Effectiveness Program (OEP) provided consulting and facilitation services for the City Manager's Office and City departments. OEP administered and analyzed numerous community and employee opinion surveys, provided conflict resolution and mediation services to work units across the City, assisted managers with large scale reorganizations and introductions of new technology changes, and assisted in the preparation of business and strategic plans. OEP staff implemented a newly designed leadership development program to prepare mid level employees to assume unclassified managerial positions in the next few years.

Future Outlook

The Human Resources Department (HRD) staff will continue its mission to bring a high level of consistency and collaboration to policies and procedures affecting employees throughout the City. HRD will work with City departments to implement changes in workforce numbers and classification needs resulting from anticipated retirements, reductions in the City workforce due to budget constraints, increases in staffing within the uniformed police and fire services, and the changing needs and priorities of the Mayor and City Council the City's residents.

Additionally, HRD will be preparing to negotiate new labor contracts with the Police Officers Association (POA), Local 145, Municipal Employees Association (MEA), and Local 127 for implementation on July 1, 2005. HRD will continue to look for ways to increase the joint labor-management problem-solving efforts around the City through use of labor management advisory committees, mediation of disputes, early intervention techniques, and training.

HRD will deliver a new phase of the leadership development program targeting Deputy Director-level managers throughout the City. This program will ensure the City has prepared future managers for a smooth and seamless transition with the departure of senior level managers. HRD is introducing an updated Supervisory Academy. This seven day training program delivers the policies, procedures, expectations and skills that all first line supervisors in the City are expected to know. In addition, an updated "Diversity University" series will help to ensure cultural competency is part of the first-line supervisor's skill-set.

HRD will continue to provide counseling services to assist in solving personal and workplace problems that affect productivity, job performance, and workplace safety. EAP trainings on services, substance abuse and stress will

Human Resources

Future Outlook

encourage early intervention in workplace problems. Crisis intervention and grief counseling will continue to be offered for challenging situations.

Budget Dollars at Work

- 1,160 Counseling sessions provided to troubled employees
- 338 Employees completed diversity educational training and workshops
- 250 Employees recognized by the City Manager for excellence in customer service and diversity commitment behaviors
- 154 Employees participated in extensive supervisory training
- 150 Supervisors trained in Equal Employment Opportunity and fact finding procedures
- 37 Employees graduated from various career management and mentoring programs

Human Resources				
	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL	FY 2004-2005 CHANGE
Positions	24.32	23.17	23.17	0.00
Personnel Expense	\$ 2,044,953	\$ 2,011,456	\$ 2,252,382	\$ 240,926
Non-Personnel Expense	\$ 696,368	\$ 615,441	\$ 637,767	\$ 22,326
TOTAL	\$ 2,741,321	\$ 2,626,897	\$ 2,890,149	\$ 263,252

All numbers above reflect the transfer of the Employee Assistance Program from the Risk Management Department into Human Resources during FY 2005.

Department Staffing

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
GENERAL FUND			
Human Resources			
Administration	2.02	2.02	2.02
Labor & Employment Relations	4.00	4.00	4.00
Total	6.02	6.02	6.02
Org Effectiveness Program			
Change Management	2.05	2.05	2.05
Department Service Requests	0.90	0.90	0.90
Management & City-Wide Support	1.35	1.20	1.20
Total	4.30	4.15	4.15
SPECIAL TRAINING FUND			
Special Training			
Employee Assistance Program	4.00	4.00	4.00
Equal Employment Opportunity	1.00	1.00	1.00
Leadership Development	2.00	2.00	2.00
Training	2.00	2.00	2.00
Total	9.00	9.00	9.00
DIVERSITY FUND			
Diversity Program			
Administration	1.25	1.00	1.00

Human Resources

Department Staffing

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
DIVERSITY FUND			
Diversity Program			
Diversity Education	2.25	2.00	2.00
Facilitation / Consultation	0.75	0.50	0.00
Implement Policies/Procedures	0.75	0.50	1.00
Total	5.00	4.00	4.00

Department Expenditures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
GENERAL FUND			
Human Resources			
Administration	\$ 269,983	\$ 261,254	\$ 283,817
Labor & Employment Relations	\$ 489,809	\$ 455,756	\$ 491,218
Total	\$ 759,792	\$ 717,010	\$ 775,035
Org Effectiveness Program			
Change Management	\$ 212,434	\$ 218,342	\$ 226,596
Department Service Requests	\$ 91,478	\$ 92,892	\$ 90,950
Management & City-Wide Support	\$ 139,716	\$ 133,560	\$ 163,990
Total	\$ 443,628	\$ 444,794	\$ 481,536
SPECIAL TRAINING FUND			
Special Training			
Employee Assistance Program	\$ 308,146	\$ 328,147	\$ 402,184
Equal Employment Opportunity	\$ 127,278	\$ 129,399	\$ 141,915
Leadership Development	\$ 223,845	\$ 229,056	\$ 251,209
Training	\$ 228,173	\$ 232,395	\$ 250,000
Total	\$ 887,442	\$ 918,997	\$ 1,045,308
DIVERSITY FUND			
Diversity Program			
Administration	\$ 166,775	\$ 107,828	\$ 126,051
Diversity Education	\$ 285,111	\$ 308,922	\$ 325,024
Facilitation / Consultation	\$ 107,914	\$ 69,831	\$ -
Implement Policies/Procedures	\$ 90,659	\$ 59,515	\$ 137,195
Total	\$ 650,459	\$ 546,096	\$ 588,270

Human Resources

Significant Budget Adjustments

GENERAL FUND

Human Resources	Positions	Cost
<p>Salary and Benefit Adjustments</p> <p>Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.</p>	0.00	\$ 59,221
<p>Non-Discretionary</p> <p>Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.</p>	0.00	\$ 1,961
<p>Support for Information Technology</p> <p>Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.</p>	0.00	\$ (3,157)

Org Effectiveness Program	Positions	Cost
<p>Salary and Benefit Adjustments</p> <p>Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.</p>	0.00	\$ 38,312
<p>Non-Discretionary</p> <p>Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.</p>	0.00	\$ 3,105
<p>Support for Information Technology</p> <p>Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.</p>	0.00	\$ (4,675)

SPECIAL TRAINING FUND

Special Training	Positions	Cost
<p>Salary and Benefit Adjustments</p> <p>Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.</p>	0.00	\$ 102,054
<p>Non-Discretionary</p> <p>Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.</p>	0.00	\$ 16,740

Significant Budget Adjustments

SPECIAL TRAINING FUND

Special Training	Positions	Cost
Reallocation of Support Reallocation of support as a result of the transfer of the Employee Assistance Program from Risk Management into Special Training.	0.00 \$	13,985
Support for Information Technology Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00 \$	(6,468)

DIVERSITY FUND

Diversity Program	Positions	Cost
Salary and Benefit Adjustments Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.	0.00 \$	44,773
Non-Discretionary Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.	0.00 \$	556
Support for Information Technology Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.	0.00 \$	(3,155)

Human Resources

Expenditures by Category

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
PERSONNEL			
Salaries & Wages	\$ 1,561,419	\$ 1,484,997	\$ 1,561,312
Fringe Benefits	\$ 483,534	\$ 526,459	\$ 691,070
SUBTOTAL PERSONNEL	\$ 2,044,953	\$ 2,011,456	\$ 2,252,382
NON-PERSONNEL			
Supplies & Services	\$ 555,614	\$ 490,953	\$ 526,012
Information Technology	\$ 94,869	\$ 80,550	\$ 74,816
Energy/Utilities	\$ 38,479	\$ 38,274	\$ 31,275
Equipment Outlay	\$ 7,406	\$ 5,664	\$ 5,664
SUBTOTAL NON-PERSONNEL	\$ 696,368	\$ 615,441	\$ 637,767
TOTAL	\$ 2,741,321	\$ 2,626,897	\$ 2,890,149

Revenues by Category

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
GENERAL FUND			
Charges for Current Services	\$ 30,000	\$ 100,000	\$ 100,000
TOTAL	\$ 30,000	\$ 100,000	\$ 100,000

Salary Schedule

GENERAL FUND

Human Resources

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1876	Executive Secretary	2.01	2.01	\$ 48,366	\$ 97,216
2111	Asst City Manager	0.01	0.01	\$ 179,900	\$ 1,799
2132	Department Director	1.00	1.00	\$ 139,000	\$ 139,000
2269	Labor Relations Manager	1.00	1.00	\$ 110,124	\$ 110,124
2270	Program Manager	2.00	2.00	\$ 82,182	\$ 164,364
	Ex Perf Pay-Unclassified	0.00	0.00	\$ -	\$ 4,609
	Total	6.02	6.02		\$ 517,112

Org Effectiveness Program

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1107	Administrative Aide II	0.15	0.15	\$ 46,227	\$ 6,934
1612	Org Effectiveness Specialist III	1.00	1.00	\$ 65,300	\$ 65,300

Human Resources

Salary Schedule

GENERAL FUND

Org Effectiveness Program

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1615	Org Effectiveness Supv	1.00	1.00	\$ 74,396	\$ 74,396
1746	Word Processing Operator	1.00	1.00	\$ 34,857	\$ 34,857
2248	Org Effectiveness Program Mgr	1.00	1.00	\$ 112,700	\$ 112,700
Total		4.15	4.15	\$	294,187
General Fund Total		10.17	10.17	\$	811,299

SPECIAL TRAINING FUND

Special Training

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1105	Administrative Aide I	1.00	1.00	\$ 40,043	\$ 40,043
1406	Employee Assistance Counselor	2.00	2.00	\$ 59,158	\$ 118,316
1429	Employee Assistance Program Manager	1.00	1.00	\$ 74,508	\$ 74,508
1535	Clerical Assistant II	1.00	1.00	\$ 32,749	\$ 32,749
1614	Org Effectiveness Specialist II	1.00	1.00	\$ 59,972	\$ 59,972
1746	Word Processing Operator	1.00	1.00	\$ 34,858	\$ 34,858
2270	Program Manager	2.00	2.00	\$ 84,168	\$ 168,335
	Temporary Help	0.00	0.00	\$ -	\$ 2,500
Total		9.00	9.00	\$	531,281

DIVERSITY FUND

Diversity Program

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1105	Administrative Aide I	1.00	1.00	\$ 40,042	\$ 40,042
1218	Assoc Management Analyst	1.00	1.00	\$ 58,746	\$ 58,746
1614	Org Effectiveness Specialist II	2.00	2.00	\$ 59,972	\$ 119,944
Total		4.00	4.00	\$	218,732

HUMAN RESOURCES TOTAL 23.17 **23.17** \$ **1,561,312**

Human Resources

Five-Year Expenditure Forecast

	FY 2005 FINAL	FY 2006 FORECAST	FY 2007 FORECAST	FY 2008 FORECAST	FY 2009 FORECAST	FY 2010 FORECAST
Positions	23.17	23.17	23.17	23.17	23.17	23.17
Personnel Expense	\$ 2,252,382	\$ 2,319,953	\$ 2,389,552	\$ 2,461,239	\$ 2,535,076	\$ 2,611,128
Non-Personnel Expense	\$ 637,767	\$ 656,900	\$ 676,607	\$ 696,905	\$ 717,812	\$ 739,346
TOTAL EXPENDITURES	\$ 2,890,149	\$ 2,976,853	\$ 3,066,159	\$ 3,158,144	\$ 3,252,888	\$ 3,350,474

Human Resources

Fiscal Years 2006 - 2010 No major projected requirements.