



Description

The Human Resources Department cultivates a skilled workforce where individuals thrive, teams succeed, and equity is operationalized across department programs: Labor Relations, Employee Relations, People and Organization Development, Race and Equity, Citywide Volunteer, Internship and Work Readiness, People Analytics, Disability Management, Talent Acquisition, Veteran and Employee Engagement, COVID Response and Recovery, and Employee Assistance Program (EAP). Through strategic initiatives, the department plays a pivotal role attracting and retaining talent, building equitable and thriving teams, and supporting City departments in using an equity lens in policy, procedure, programs, and budget decisions. In Fiscal Year 2025, the Department of Race and Equity and Community Equity Fund were restructured into the Human Resources Department.

The vision is:

A thriving, skilled, and educated City workforce, empowered through an equity lens to tackle challenges of tomorrow while providing the highest level of customer service.

The mission is:

Position the City as the regional employer of choice through best-in-class employee relations, recruitment, retention, coaching and training practices.

Goals and Objectives

Goal 1: ATTRACT - City of San Diego is the regional public sector employer of choice.

- Amplify the City's brand identity to resonate with the current and future workforce.
- Develop and implement proactive recruitment practices that maximize the City's recruiting profile and attract diverse candidates to City internship and job opportunities.
- Advocate for employee compensation that meets or exceeds the goals established in the City's Compensation Philosophy.
- Establish a culture of leadership that empowers employees to perform their jobs to the best of their abilities, is committed to their success, and models the City's Operating Principles.

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- Prepare the next generation for careers in public service.

Goal 2: *GROW & RETAIN -- A thriving, skilled, and educated City workforce equipped with an equity lens to tackle challenges, build equitable outcomes, and seek opportunities to advance in their career.*

- Develop and implement multiple learning pathways to support comprehensive Citywide learning and professional development designed to equip City employees, cohorts, departments and divisions of our local government with the skills to meet the various community needs of today and tomorrow.
- Provide a work environment that cultivates an optimal employee experience, and where possible, provide workplace accommodations for employees that ultimately contributes to the success of the individual, the organization, and the region.
- Support the City workforce in navigating employee and labor relations processes and procedures.
- Ensure that it is easy to provide meaningful rewards and recognition to high-performing employees.
- Design and facilitate equity lens toolkit trainings to support City departments to implement equity centered protocols into their operations.

Goal 3: *OPTIMIZE IMPACT - City departments utilize equity centered practices in departmental and Citywide policies, practices, programs, and budget decisions that equitably impact the San Diego community.*

- Streamline and optimize strategic human capital management for a thriving workforce.
- Employ data-driven practices to support the City's progress toward delivering equitable outcomes.
- Collaborate with the Performance and Analytics Department to ensure City departments implement a Tactical Equity Plan to achieve equity in City operations and public services and programs.
- Facilitate regular and ongoing sessions with departments to support department-specific equity opportunities and projects that address disparities.
- Develop and launch key projects with departments, like Equity Teams, to engage in systems level change to continuously apply an equity lens toolkit to evaluate policies, practices, and programs.
- Manage funding and programming opportunities that address complex disparities and reduce disproportionate impacts of systemic inequities on structurally excluded communities.

Budget Equity Impact Statement

Equity Highlights

Examples from the current fiscal year.

- Implement Citywide recruiting program that includes the use of LinkedIn Recruiter and Handshake Early Talent programs. These programs allow the City to expand our recruitment efforts beyond the traditional use of govjobs.com. These new resources enhance our recruiting strategies and allow for targeted outreach to candidates, including populations that have been underrepresented in the City workforce. In tandem, the City increased the number of participants in the City's Employ and Empower paid internship program that focuses on providing opportunities for individuals from underserved communities and backgrounds. To date, 815 youth have interned across 40 City departments, with 80% of those living or going to school in a community of concern. 60 interns that completed the internship program transitioned to permanent employment with the City of San Diego.
- The City's pay equity studies have found that women and people of color are over-represented in lower paying career paths, accounting for approximately 67% of the City's gender pay gap and 82% of the City's racial/ethnic pay gap. To address this occupational sorting, the Human Resources Department is developing a Learning and Development Strategy to support employees in obtaining the skills and abilities necessary to move into higher paying career paths. At the same time, Race & Equity facilitated 48 full-day training sessions for 1,100+ City employees, including: Race & Equity Academy for 380+ commanding officers in the San Diego Police Department; Designing for Equity training in partnership with Department of Finance and Performance and Analytics Department to support departments' Tactical Equity Plans and Budget Equity Impact Statements; and Implicit Bias trainings for the Personnel Department, with practical next steps in identifying equity opportunities for the City's classified recruiting and hiring processes.
- Partner with the San Diego Housing Commission on a Flood Recovery Program to address needs of community members impacted by the floods of January 2024. Used the department's Community Equity Fund of over \$3 million dollars to support the Housing Commission's work.

Budget Equity Lens Summary

Ongoing Operations

Is there an opportunity to adjust the department's ongoing operations to mitigate the impacts of existing or potential disparities?

Yes

The Human Resources Department continues to identify and improve processes for City employees that allow for the coaching, development, hiring, retaining, and training of individuals from diverse backgrounds and experiences. A Fiscal Year 2025 mid-year budgetary restructure has expanded the work of Human Resources to include the work of Race and Equity. The department will continue to look for opportunities to provide career growth and development opportunities, like in-person and virtual, synchronous and asynchronous trainings, for City employees that prepare them to advance within the City and use equity lens tools in their work. The department will continue to expand efforts that reach a broad and diverse workforce. Human Resources will work with City departments to ensure equitable

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practices are implemented across City processes, including the hiring, training, budgeting, programming, and other efforts to serve the City of San Diego residents.

Budget Adjustment(s)

Do the requests impact existing or potential disparities?

Yes

The budget reductions will impact the City's ability to attract, develop, hire, and retain a highly skilled and diverse workforce. The reductions will disproportionately impact City staff and potential workforce candidates, including populations that have been historically underrepresented within the City workforce. The reductions will limit the department's capacity to facilitate high impact training and coaching opportunities that equip City departments and staff to deliver equitable services, programs, access, infrastructure, and policies within their operations, including the City's Management Academy program that provides critical leadership training and development to the City's management level employees. The reduction in resources will significantly reduce the quality of engagement and time invested in community partnerships and community engagement, like the Community Equity Fund and Equity Summit.

Key Performance Indicators

Performance Indicator	Definition	Baseline	FY2025 Performance	Goal
Net Promoter Score - Likelihood to Recommend the City as an Employer	City's Net Promoter Score from Employee Satisfaction Surveys, based on the question "How likely would you be to recommend the City of San Diego as a place to work to a friend, family member or colleague?"	15.0	19.6	100.0
Internship Conversion Rate	Percentage of paid interns who transition to full-time employment with the City.	13%	15%	25%
Leadership Training Engagement Rate ¹	Percentage of employees in a supervisory role who have completed leadership and supervisory training programs.	8.9%	10.0%	100.0%
Rewards & Recognition Program Utilization Rate ²	Percentage of employees in a supervisory role who have recognized a subordinate in the past 12 months using City Rewards & Recognition processes.	N/A	36%	100%
Learning and Development Trainings ³	Percentage of employees that participate in at least one Race and Equity training session.	2%	15%	100%
Coaching ⁴	Number of coaching hours provided to individuals, teams, and departments.	500	750	2,500

1. The current recommended supervisory training program consists of 60 hours of training and is comprised of 13 live instructor-led classes equivalent to 30 hours of training; 10 hours of e-learning in LinkedIn Learning; and a 2.5 day Civic Leadership Summit and is recommended once every five years.
2. Data includes approved discretionary leave awards processed in SAP for currently active supervisors and employees from 7/1/2024 to 12/31/2024.
3. The baseline for Learning and Development was updated to reflect the total number of City employees who participated in at least one Race and Equity training session by the end of Fiscal Year 2024.
4. This includes equity centered coaching and professional development coaching.

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Department Summary

	FY2024 Actual	FY2025 Budget	FY2026 Draft	FY2025-2026 Change
FTE Positions (Budgeted)	57.50	69.56	49.00	(20.56)
Personnel Expenditures	\$ 8,939,040	\$ 10,117,901	\$ 10,355,755	\$ 237,854
Non-Personnel Expenditures	1,614,767	1,637,573	2,036,636	399,063
Total Department Expenditures	\$ 10,553,807	\$ 11,755,474	\$ 12,392,391	\$ 636,917
Total Department Revenue	\$ 1,631,273	\$ 1,375,308	\$ 852,261	\$ (523,047)

General Fund

Department Expenditures

	FY2024 Actual	FY2025 Budget	FY2026 Draft	FY2025-2026 Change
Employee Training and Development	\$ -	\$ -	1,054,074	1,054,074
Human Resources	10,553,807	11,755,474	11,248,460	(507,014)
Total	\$ 10,553,807	\$ 11,755,474	\$ 12,302,534	\$ 547,060

Department Personnel

	FY2024 Budget	FY2025 Budget	FY2026 Draft	FY2025-2026 Change
Employee Training and Development	0.00	0.00	6.00	6.00
Human Resources	57.50	69.56	43.00	(26.56)
Total	57.50	69.56	49.00	(20.56)

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Salary and Benefit Adjustments	0.00	\$ 1,793,564	\$ -
Adjustments to reflect savings resulting from vacant positions for any period of the fiscal year, retirement contributions, retiree health contributions, and labor negotiations.			
Restructure of the Department of Race and Equity	5.00	1,004,124	-
Transfer of 5.00 FTE Positions and non-personnel expenditures from the Department of Race and Equity to the Human Resources Department.			
Addition of Labor Negotiation Services Support	0.00	347,118	-
Addition of non-personnel expenditures to support labor negotiation and support services for contract negotiations with recognized employee organizations.			
Employ and Empower Program Support	5.00	253,436	253,436
Addition of 2.96 Management Interns - Hourly and 2.04 Student Interns - Hourly and associated revenue to support the Employ and Empower Program.			
Support for Information Technology	0.00	88,849	-
Adjustment to expenditure allocations according to an annual review of information technology funding requirements.			

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Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment Adjustment to expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	40,838	-
Citywide Talent Acquisition and Compensation Reduction of non-personnel expenditures associated with citywide talent acquisition and compensation reports.	0.00	(197,132)	-
Non-Standard Hour Personnel Funding Funding allocated according to a zero-based annual review of hourly funding requirements.	(19.56)	(776,464)	-
Reduction of Personnel Expenditures Reduction of 2.00 Program Managers, 8.00 Program Coordinators, and 1.00 Associate Human Resources Analyst associated with department operational support and services.	(11.00)	(2,007,273)	-
One-Time Additions and Annualizations Adjustment to reflect one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2025.	0.00	-	(776,483)
Total	(20.56)	\$ 547,060	\$ (523,047)

Expenditures by Category

	FY2024 Actual	FY2025 Budget	FY2026 Draft	FY2025-2026 Change
PERSONNEL				
Personnel Cost	\$ 6,371,709	\$ 7,255,221	\$ 7,321,582	\$ 66,361
Fringe Benefits	2,567,331	2,862,680	3,034,173	171,493
PERSONNEL SUBTOTAL	8,939,040	10,117,901	10,355,755	237,854
NON-PERSONNEL				
Supplies	\$ 32,635	\$ 21,240	\$ 18,265	\$ (2,975)
Contracts & Services	1,365,530	1,367,690	1,588,072	220,382
<i>External Contracts & Services</i>	<i>1,271,121</i>	<i>1,239,225</i>	<i>1,420,118</i>	<i>180,893</i>
<i>Internal Contracts & Services</i>	<i>94,409</i>	<i>128,465</i>	<i>167,954</i>	<i>39,489</i>
Information Technology	195,425	220,094	303,943	83,849
Energy and Utilities	16,700	24,949	29,299	4,350
Other	4,477	3,600	7,200	3,600
NON-PERSONNEL SUBTOTAL	1,614,767	1,637,573	1,946,779	309,206
Total	\$ 10,553,807	\$ 11,755,474	\$ 12,302,534	\$ 547,060

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Revenues by Category

		FY2024 Actual		FY2025 Budget		FY2026 Draft		FY2025-2026 Change
Charges for Services	\$	1,630,010	\$	1,375,308	\$	852,261	\$	(523,047)
Other Revenue		1,263		-		-		-
Total	\$	1,631,273	\$	1,375,308	\$	852,261	\$	(523,047)

Personnel Expenditures

Job Number	Job Title / Wages	FY2024 Budget	FY2025 Budget	FY2026 Draft	Salary Range	Total
FTE, Salaries, and Wages						
20000024	Administrative Aide 2	2.00	2.00	2.00	\$ 67,180 - 80,983	\$ 156,598
20001140	Assistant Department Director	1.00	1.00	0.00	98,302 - 372,372	-
20000311	Associate Department Human Resources Analyst	1.00	1.00	0.00	85,285 - 103,085	-
20001101	Department Director	1.00	1.00	1.00	98,302 - 372,372	250,614
20001168	Deputy Director	1.00	2.00	3.00	78,886 - 290,057	634,890
90001073	Management Intern - Hourly	0.00	12.06	2.96	38,548 - 49,686	147,070
20000172	Payroll Specialist 1	1.00	1.00	1.00	54,818 - 65,979	64,507
20001234	Program Coordinator	24.00	24.00	18.00	36,364 - 218,225	2,742,061
20001222	Program Manager	17.00	16.00	17.00	78,886 - 290,057	2,861,431
90001146	Student Intern - Hourly	7.50	7.50	2.04	35,880 - 42,522	86,746
21000177	Trainer	2.00	2.00	2.00	83,254 - 100,603	201,206
	Bilingual - Regular					5,824
	Termination Pay Annual					41,555
	Leave					
	Vacation Pay In Lieu					129,080
FTE, Salaries, and Wages Subtotal		57.50	69.56	49.00		\$ 7,321,582

		FY2024 Actual		FY2025 Budget		FY2026 Draft		FY2025-2026 Change
Fringe Benefits								
Employee Offset Savings	\$	24,013	\$	27,029	\$	27,127	\$	98
Flexible Benefits		599,630		668,145		686,795		18,650
Insurance		1,425		-		-		-
Long-Term Disability		26,129		26,457		36,216		9,759
Medicare		92,280		106,045		103,688		(2,357)
Other Post-Employment Benefits		181,494		186,210		180,532		(5,678)
Retiree Medical Trust		10,936		13,071		14,911		1,840
Retirement 401 Plan		42,559		52,298		59,615		7,317
Retirement ADC		1,371,761		1,546,943		1,744,860		197,917
Retirement DROP		7,797		9,713		-		(9,713)
Risk Management Administration		53,985		62,370		72,952		10,582
Supplemental Pension Savings Plan		98,617		108,025		64,967		(43,058)
Unemployment Insurance		7,138		7,531		6,788		(743)
Workers' Compensation		49,568		48,843		35,722		(13,121)
Fringe Benefits Subtotal	\$	2,567,331	\$	2,862,680	\$	3,034,173	\$	171,493
Total Personnel Expenditures					\$	10,355,755		

Community Equity Fund (CEF)*

Department Expenditures

		FY2024 Actual		FY2025 Budget		FY2026 Draft		FY2025-2026 Change
Employee Training and Development	\$	-	\$	-	\$	89,857	\$	89,857
Total	\$	-	\$	-	\$	89,857	\$	89,857

Significant Budget Adjustments

		FTE		Expenditures		Revenue
Non-Personnel Expenditures		0.00	\$	89,857	\$	-
Addition of non-personnel expenditures associated with supporting the community equity fund.						
Total		0.00	\$	89,857	\$	-

Expenditures by Category

		FY2024 Actual		FY2025 Budget		FY2026 Draft		FY2025-2026 Change
NON-PERSONNEL								
Contracts & Services	\$	-	\$	-	\$	89,857	\$	89,857
<i>External Contracts & Services</i>		-		-		89,857		89,857
NON-PERSONNEL SUBTOTAL		-		-		89,857		89,857
Total	\$	-	\$	-	\$	89,857	\$	89,857

*Beginning in Fiscal Year 2026, the Community Equity Fund (CEF) was restructured from the Office of Race and Equity to the Human Resources Department.

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Revenue and Expense Statement (Non-General Fund)

Community Equity Fund (CEF)***	FY2024 Actual	FY2025* Budget	FY2026** Draft
BEGINNING BALANCE AND RESERVES			
Balance from Prior Year	\$ 3,085,400	\$ 3,175,257	\$ 89,857
TOTAL BALANCE AND RESERVES	\$ 3,085,400	\$ 3,175,257	\$ 89,857
REVENUE			
Revenue from Use of Money and Property	\$ 89,857	\$ -	\$ -
TOTAL REVENUE	\$ 89,857	\$ -	\$ -
TOTAL BALANCE, RESERVES, AND REVENUE	\$ 3,175,257	\$ 3,175,257	\$ 89,857
OPERATING EXPENSE			
Contracts & Services	\$ -	\$ -	\$ 89,857
Transfers Out	-	3,085,400	-
TOTAL OPERATING EXPENSE	\$ -	\$ 3,085,400	\$ 89,857
TOTAL EXPENSE	\$ -	\$ 3,085,400	\$ 89,857
BALANCE	\$ 3,175,257	\$ 89,857	\$ -
TOTAL BALANCE, RESERVES, AND EXPENSE	\$ 3,175,257	\$ 3,175,257	\$ 89,857

* At the time of publication, audited financial statements for Fiscal Year 2025 were not available. Therefore, the Fiscal Year 2025 column reflects final budgeted revenue and expense amounts from the Fiscal Year 2025 Adopted Budget, while the beginning Fiscal Year 2025 balance amount reflects the audited Fiscal Year 2024 ending balance.

** Fiscal Year 2026 Beginning Fund Balance reflects the projected Fiscal Year 2025 Ending Fund Balance based on updated Revenue and Expenditures projections for Fiscal Year 2025.

*** Beginning in Fiscal Year 2026, the Community Equity Fund (CEF) was restructured from the Department of Race and Equity to the Human Resources Department.