

Proposed Budget Plan Human Resources Department



Board of Supervisors
March 30, 2010



Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe and productive work environment for employees, their families, departments, and the public in order to **maximize individual and organizational potential and position San Mateo County as an employer of choice.**



Human Resources Department Divisions / Programs

- Employee and Labor Relations
- Equal Opportunity Employment / ADA
- Employee Benefits / Health & Fitness
- Risk Management
- Recruitment & Selection
- Classification and Compensation
- Training & Development
- Administration / Civil Service Commission / Commission on the Status of Women

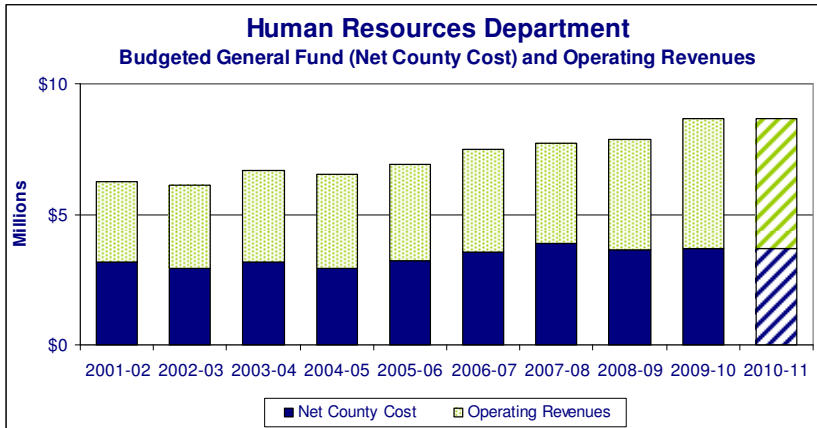


FY 2009-10 Adopted Budget

Total Positions		59
Total Sources		\$9,407,972
Operating Revenues	\$4,987,976	
General Fund (Net County Cost)	\$3,682,280	
Fund Balance (one-time)	\$737,716	
Total Uses		\$9,407,972
Operating Expenditures	\$8,838,131	
Reserves (one-time)	\$569,841	



Ten-Year Funding Trend Operating Revenues and General Fund FY 2002 to Estimated FY 2011



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FY 2010-11 Budget Target General Fund Contribution (Net County Cost)

Base: FY 2009-10 Net County Cost	\$3,682,280
Retirement Increase	\$410,499
Other Salary and Benefits	\$97,958
Revenue Offsets	(\$120,832)
Reduction Target (10%)	(\$368,228)
	<u>\$19,397</u>
FY 2010-11 Net County Cost	\$3,701,677

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Reductions Already Made FY 2008 through FY 2010 Adopted Budget

- Eliminated 9 positions; resulting in the lowest staffing levels since 2001-02 (18% decrease)
- Introduced HR Generalist Model
- Consolidated office space
- Expanded use of Electronic Document Management System
- Reduced operating expenses (Contracts, Recruitment-related, Travel & General Office expenses)

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Planning and Priority-Setting Process

- **Budget Scenario Planning Process**
 - Began process in 2008 – involved internal staff and customers
 - Conducted Management Offsite
 - Involved HR staff in prioritizing reductions
 - Surveyed customers on service priorities
 - Met with departments to discuss workforce trends and HR services

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Planning and Priority-Setting Process

- **Criteria Used to Develop Budget Reductions**

- Workload and Performance Trends (e.g., recruitment / new hires)
- Alignment with Shared Vision 2025 and HR Plan
- Feedback obtained from key stakeholders
- Budget Balancing Principles and Strategies / Core Services Analysis
- Best Practices/Process Improvements
- Impact to Customers

- **HR Budget Reductions Strategies**

- Redesign / Alignment of HR Services
- Reduction in Non-Mandated Services
- Expand Technology
- Entrepreneurial Endeavors

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Mandated Services

Human Resources MUST Provide:

- Labor Administration / Negotiations
- Employee Relations Disciplinary Process / Grievance Process
- Civil Service Commission
- Recruitment Services
- Classification & Compensation
- Equal Employment Opportunity / ADA
- Unemployment Insurance Claims
- Employee Records Management
- Employee Benefits – COBRA / FMLA and MOU
- Risk Management / Safety / Insurance Programs (WC, OSHA compliance, occupational health, drug and alcohol testing)

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Discretionary Services

- Training & Development Services
- Wellness / Health and Fitness Program
- Support for Commission on the Status of Women
- Administrative and Support Services

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FY 2009-10 Mid-Year Budget Reductions as of February 9, 2010

- **Number of Positions Deleted: 3**
(represents 5% of authorized positions)
- **Savings = \$253K**
- **Impacts**
 - Reorganized and redistributed workload to minimize service impacts
 - Responsiveness and quality may be impacted resulting in delays, e.g., time to fill vacancies, Learning Management System support and other support services



Proposed Reductions = \$370,000

- **Reductions**

- Mid-year elimination of positions in recruitment and training services
- **FY 2010-11:**
 - **Redesign / Alignment of HR Services & Expand Technology**
 - Eliminate one filled (1) position
 - Rotational Opportunities – Assistant Director
 - **Non-Mandated Services**
 - Reduce/Renegotiate Training Service Contracts
 - **Entrepreneurial Endeavors**
 - Expand opportunities to market HR services

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Proposed Reductions

- **Impacts**

- Demand for HR services will continue to increase
- Non-compliance may increase
- Customer satisfaction may be impacted
- Training courses reduced and may need to charge for service

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Looking Ahead FY 2011-2012 and FY 2012-2013

- **Core Services – continue to provide essential HR Services**
- **Major Initiatives to Continue to Meet Performance Goals**
 - Collaborate with Partners to Create a Sustainable Compensation Program
 - Implement Wellness Committee recommendations
 - Negotiate \$25M in structural reductions
 - Develop and Implement Strategic Approaches to Enhance Organizational Effectiveness
 - Implement Performance Management Process
 - Continue Employee Transition Program (Placement/Layoff Process)
 - Expand Regional Training & Development Consortium
 - Sustain County Workforce and Succession Management Program

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Looking Ahead FY 2011-2012 and FY 2012-2013

- **Process moving forward**
 - Continue to streamline services and expand development opportunities
 - Expand shared services
 - Complete HR Fee Study
 - Expand efficiencies through technology, e.g., expansion of EDMS, online Benefits enrollments
 - Continue to partner with departments and key stakeholders to meet changing workforce needs
 - Market services provided by HR to outside agencies

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DISCUSSION



THANK YOU

