



**Jane E. Cheeks, Human Resources Director**  
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**FY2024**

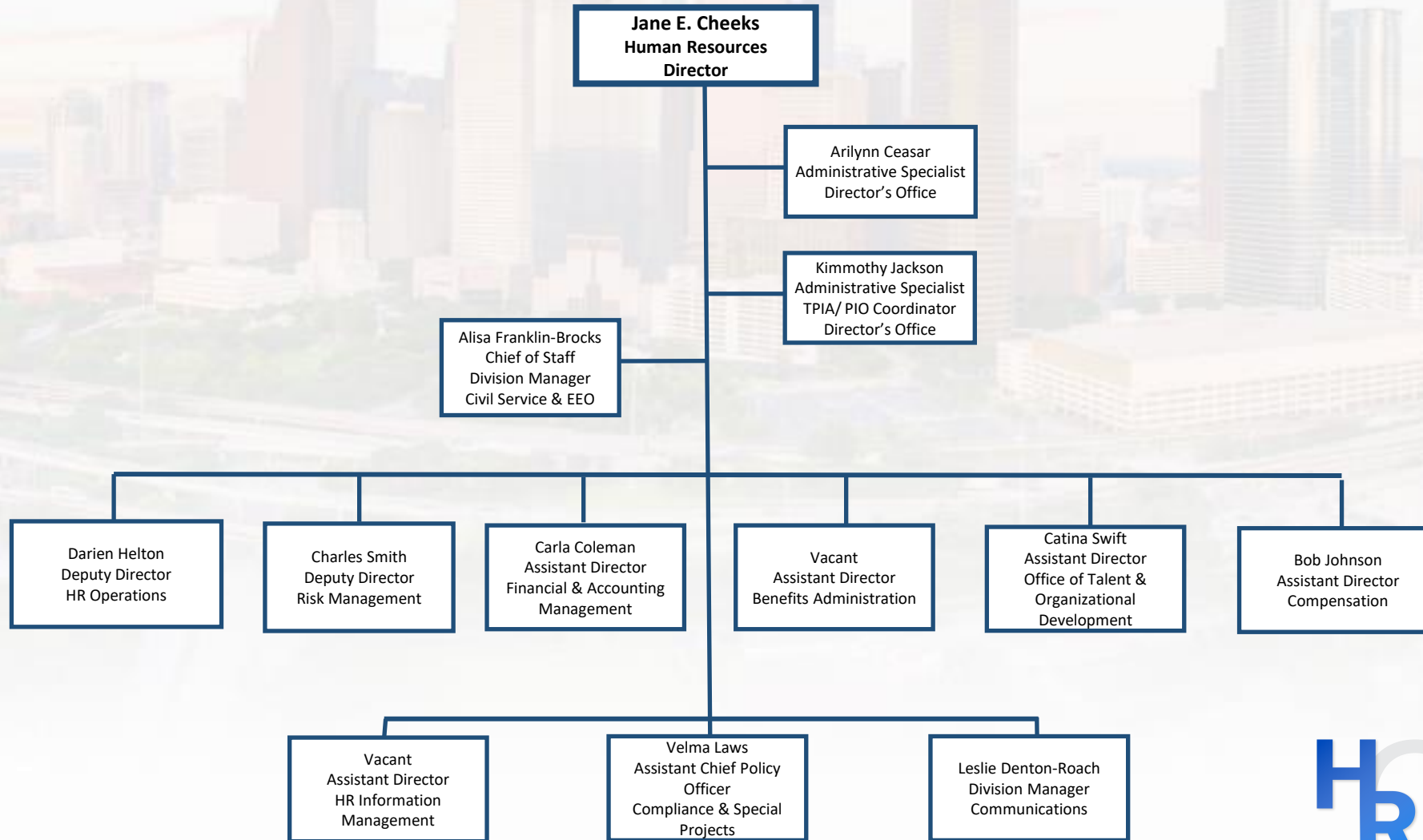
**Proposed Budget  
Workshop Presentation  
May 22, 2023**

# Agenda

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# HUMAN RESOURCES DEPARTMENT



# Strategic Guidance Alignment

The Human Resources Department is a strategic partner for the City in initiating, implementing, and facilitating change in overall policy direction on human resource management and administrative functions related to city employment. We provide opportunities for transformational public service careers that create meaningful impact on the job and in the community. We value transparency, encourage innovation, embrace technology, and strive for continual improvement.

## Aligned Initiatives

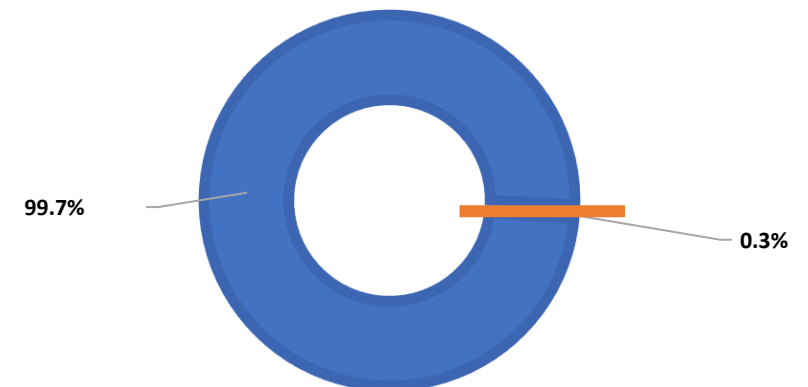
Mayor's Key Initiatives				
Promote Fiscal Responsibility	Outcome-based Budget	Other Post Employment Benefits (OPEB)	Open Finance	Youth Support and Development

Human Resources Initiatives	
Compete for top talent with effective recruiting strategies	Continue to the comprehensive safety training and education curriculum
HRONE Phase 3 – Implementation of Grievance and Arbitration portal	Cultivate a culture of learning leaders that positively impact organizational goals
Successor HOPE Meet and Confer Agreement	Continue progress in job classification program work
Establish pipeline program for HPD (similar to CASEY Club for HFD)	Promote Wellness Center and empower employees through health education and wellness tools

## Mayor's Priority

Sound Financial Management	Resilient Houston
Employee Benefits Administration	Hire Houston Youth
Long Term Disability	
Human Resources Client Services	
Contingent Workforce Services	
Talent & Organizational Development	
Risk Management Program	

■ Sound Financial Management      ■ Houston Resilient





# Expenditure by Program

[in thousands]

Program	FY22 Actual	FY23 Budget	FY23 Estimate	FY24 Proposed Bud	FY24 Proposed Bud vs. FY23 Bud	% Change
Hire Houston Youth	\$743	\$1,500	\$1,216	\$1,500	\$0	0%
Employee Benefits Administration	402,359	427,767	412,266	432,110	4,343	1%
Long Term Disability	(6,061)	1,553	1,101	1,201	(352)	(23%)
Human Resources Client Services	19,909	23,424	22,675	25,128	1,704	7%
Contingent Workforce Services	10,510	13,336	14,216	18,329	4,993	37%
Talent & Organizational Development	1,666	2,418	2,287	2,421	3	0%
Risk Management	37,349	45,111	37,877	43,294	(1,817)	(4%)
<b>Total</b>	<b>\$466,475</b>	<b>\$515,109</b>	<b>\$491,638</b>	<b>\$523,983</b>	<b>\$8,874</b>	<b>2%</b>

<b>Total Positions</b>	<b>311</b>	<b>311</b>	<b>308</b>	<b>308</b>	<b>(3)</b>	<b>(1%)</b>
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# Hire Houston Youth Program

Budget: \$1,500  
[in thousands]

Priority: Resilient Houston – Fund: General Fund 1000 – Position Count: 509

## Program Description

Citywide program that offers youth career development, training, experience, and resources to successfully navigate the educational, business, and neighborhood systems. It empowers youth to enter and succeed in Houston’s dynamic economy.

## Significant Budget Items

The Budget includes funding 500 interns, ages 16 to 24, for 8 weeks to work for various City departments; as well as 9 career coaches who serve as mentors and liaison between the interns, their supervisors, and HR.

## Performance Measures

Measure Name	FY22 Actual	FY23 Target	FY23 Estimate	FY24 Target	Target Context
Hire Houston Youth interns hired as of the end of the summer session	254	500	500	500	Number of interns
Job readiness training completion	100%	100%	100%	100%	Fulfillment percentage

# Benefits Administration Program

Budget: \$432,110  
[in thousands]

Priority: Sound Financial Management - Fund: Health Benefits Fund 9000 – Position Count: 45

## Program Description

This program designs, procures, implements, maintains, communicates, administers, and monitors all benefits plans, more than 65,000 active and retired employees and covered dependents.

The Benefits program includes health, dental, vision, long-term disability, life insurance, dependent care reimbursement, healthcare flexible spending account, wellness, EAP, and other benefits.

## Significant Budget Items

Subscriber rates remained flat. City departments' contribution rates increased by 4.5%.

Services increase of \$4 million primarily due to increases in Health Benefit programs driven by 5.6% increase in Cigna medical plans, partially offset by 3% decrease in enrollment.

## Performance Measures

Measure Name	FY22 Actual	FY23 Target	FY23 Estimate	FY24 Target	Target Context
Number of EAP employees training attendees (employee attendance)	4,136	4,250	6,246	7,000	Employee attendance
Number of wellness events (health education series, wellness on wheels, departmental classes/ events, health fair & tabling events)	NA	50	125	150	Events to promote healthy habits and decrease claims
Rate of active employee participation in Wellness Program for discounted rate	57%	75%	75%	75%	Participation in health maintenance activities defined as completion of health assessment and physical exam
Rate of spousal participation in Wellness Program for discounted rate	48%	65%	63%	65%	Participation in health maintenance activities defined as completion of health assessment and physical exam

# Long Term Disability Program

Budget: \$1,201  
[in thousands]

Priority: Sound Financial Management - Fund: Long Term Disability Fund 9001 – Position Count: 0

## Program Description

A self-insured program, paid by the City, that provides a source of income to eligible City employees who become disabled.

## Significant Budget Items

Expenditures decreased 23% due to the removal of the actuarial claims expense adjustment; as the liability for LTD is accounted for in the OPEB-LTD line in the government-wide financial statements.

## Performance Measures

Measure Name	FY22 Actual	FY23 Target	FY23 Estimate	FY24 Target	Target Context
Average number of claimants per month	101	108	100	106	Number of employees in the LTD program receiving claim payments



# Human Resources Client Services Program

Budget: \$25,128  
[in thousands]

Priority: Sound Financial Management - Fund: Central Revolving Fund 1002 – Position Count: 183

## Program Description

This program provides standardized human resources practices and objectives, across City departments, by administering the City’s Civil Service System, salary structure, employee life cycle, classified testing and more in compliance with local, state and federal mandates.

## Significant Budget Items

Expenditures increased by 7% due to enhanced recruiting initiatives such as NEOGOV contractual expenses, citywide job fairs, and advertisements; as well as service awards, employee engagement initiatives, and others services.

## Performance Measures

Measure Name	FY22 Actual	FY23 Target	FY23 Estimate	FY24 Target	Target Context
Number of veterans hired annually	427	450	450	450	Number of veterans identified in the application process
Time to Fill (days)	99	<90	<90	<90	Average number of days for requisition of posting to job offer for a fiscal year
Turnover rate	7.5%	<10%	<10%	<10%	Percentage of employees that separated during the twelve-month period

# Contingent Workforce Services

Budget: \$18,329  
[in thousands]

Priority: Sound Financial Management - Fund: Central Revolving Fund 1002 – Position Count: 2

## Program Description

This program is funded a contract for general fund departments, and a contract for enterprise, special and grant funded departments.

These contracts are used for staffing special projects, disaster events, and for short-term specialized positions.

## Significant Budget Items

Expenditures increased 37% due to increases in contract utilization.

## Performance Measures

Measure Name	FY22 Actual	FY23 Target	FY23 Estimate	FY24 Target	Target Context
Monthly program run rate for projects requiring contingent workers	\$844,575	\$1,158,604	\$1,158,604	\$1,491,624	Monthly program spend
Number of contingent workers hired	1,418	1,195	1,195	1,500	Number of onboarded employees

# Talent & Development Program

Budget: \$2,421  
[in thousands]

Priority: Sound Financial Management - Fund: Central Services Fund 1002 – Position Count: 19

## Program Description

This program provides strategic development and employee performance improvements by offering comprehensive training solutions that significantly affect performance and institutional outcomes that cultivate a culture of learning leaders that positively impact organizational goals.

## Significant Budget Items

Expenditures remained flat and fund training platforms that build learners' competence and confidence through high impact learning and engagement experiences.

## Performance Measures

Measure Name	FY22 Actual	FY23 Target	FY23 Estimate	FY24 Target	Target Context
Learning Applications	NA	90%	97%	98%	Learners are “Likely” or “Very Likely” to apply their new learning to their job based on the standard learning evaluation survey responses
Learning Engagement	NA	90%	98%	98%	Learners are “Agree” or “Strongly Agree” that their learning needs were met based on the standard learning evaluation survey responses
Learning hours facilitated per year	NA	NA	NA	2,800	Training hours in 12 months
Number of Organizational Development sessions	NA	NA	NA	50	Engage with and provide support to department with their employee engagement action plan

# Risk Management Program

Budget: \$43,295  
[in thousands]

Priority: Sound Financial Management - Fund: Workers' Compensation Fund 1011 – Position Count: 60

## Program Description

This program provides services across City departments and is comprised of workers' compensation and safety. The combined efforts of these teams help identify, analyze, administer, manage and control the city's adverse exposure to financial, operational, and occupational safety risks and losses.

## Significant Budget Items

Expenditures decreased 4% due to reductions in catastrophic and COVID-19 pandemic related claims and related Third Party expenses.

## Performance Measures

Measure Name	FY22 Actual	FY23 Target	FY23 Estimate	FY24 Target	Target Context
Facility safety inspections and work site	NA	NA	1,300	1,500	Observations to identify and ensure the remediation of safety hazards
Return to work within 7 days of injury	84%	85%	85%	85%	Number of employees who return to work within seven days of a Workers' Compensation injury as a percentage of employees with a Workers' Compensation case
Return to work within maximum disability guideline	73%	70%	70%	77%	Number of employees who return to work within the maximum disability guideline as a percentage of employees with a Workers' Compensation case

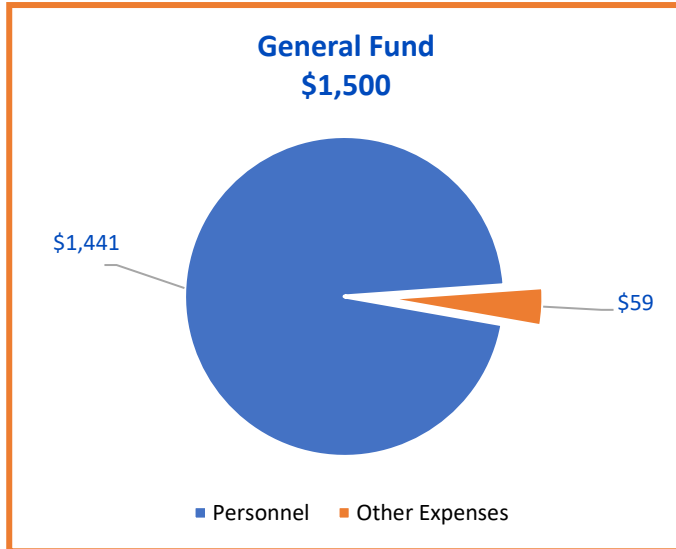
# Expenditure by Fund

[in thousands]

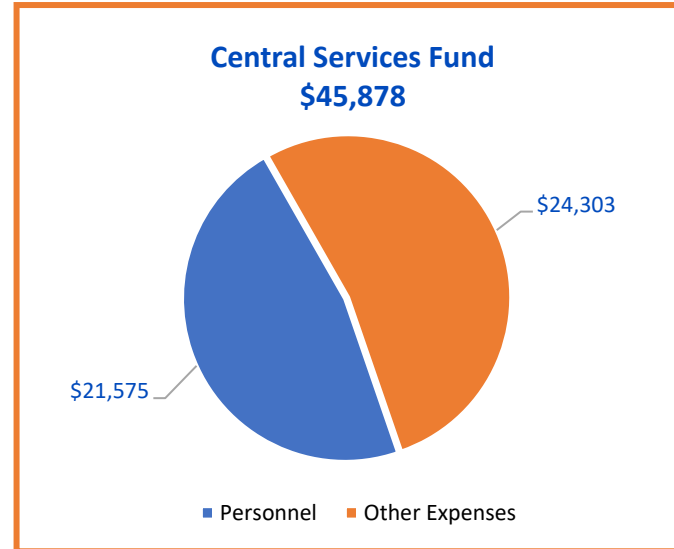
Fund	FY22 Actual	FY23 Budget	FY23 Estimate	FY24 Proposed Bud	FY24 Proposed Bud vs. FY23 Bud	% Change
General Fund (1000)	\$2,716	\$1,500	\$1,216	\$1,500	\$0	0%
Central Services Revolving Fund (1002)	30,112	39,178	39,178	45,878	6,700	17%
Risk Management Fund (1011)	37,349	45,111	37,877	43,294	(1,817)	(4%)
Health Benefits Fund (9000)	402,359	427,767	412,266	432,110	4,343	1%
Long Term Disability Fund (9001)	(6,061)	1,553	1,101	1,201	(352)	(23%)
<b>Total</b>	<b>\$466,475</b>	<b>\$515,109</b>	<b>\$491,638</b>	<b>\$523,983</b>	<b>\$8,874</b>	<b>2%</b>

<b>Total Positions</b>	<b>311</b>	<b>311</b>	<b>308</b>	<b>308</b>	<b>(3)</b>	<b>(1%)</b>
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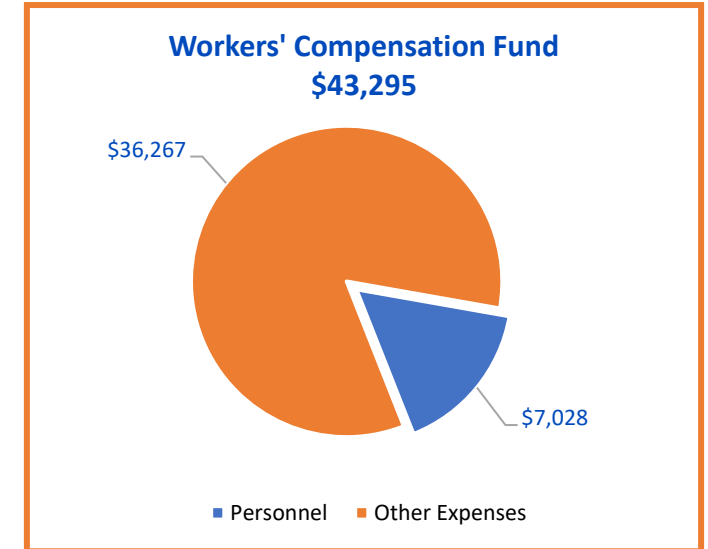
# Personnel vs. Non-Personnel [in thousands]



Other Expenses	Amount
Job Readiness Training	\$11
End of Summer Celebration	9
T-Shirts/ Promo items	9
Administrative Support	30
<b>Total</b>	<b>\$59</b>



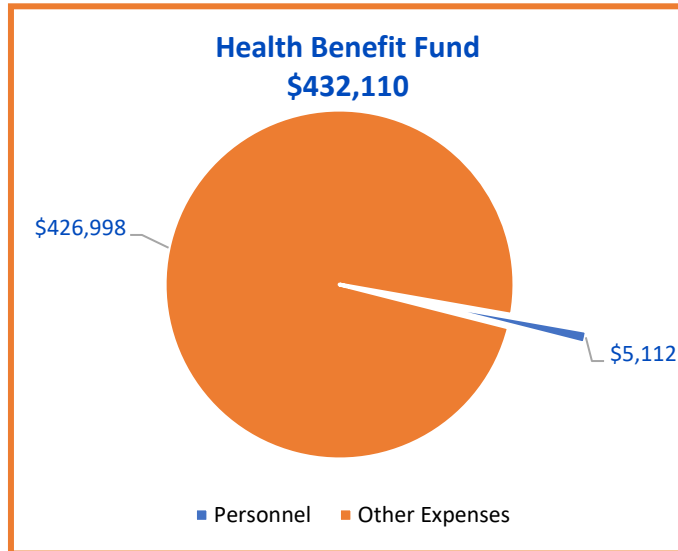
Other Expenses	Amount
Contingent Workforce Allocation	\$17,899
Interfund Expenses	2,429
Supplies	206
Services	3,769
<b>Total</b>	<b>\$24,303</b>



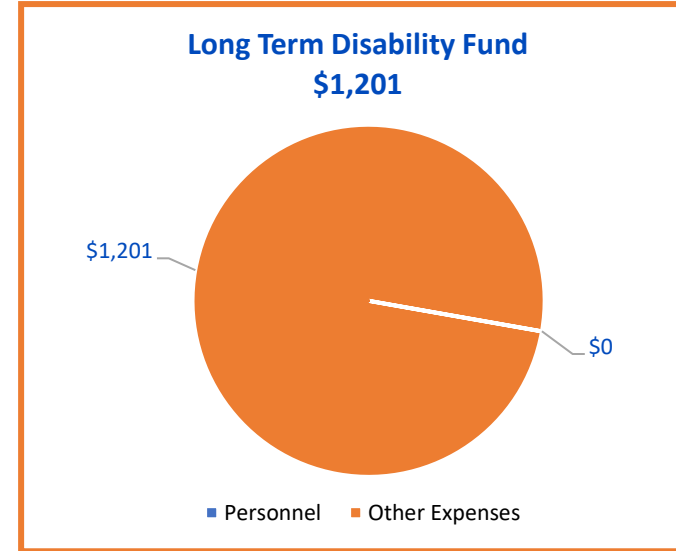
Other Expenses	Amount
Claims Expenses	\$30,352
Interfund Expenses	564
Vehicle/ Equipment Supplies	177
Services	5,174
<b>Total</b>	<b>\$36,267</b>



# Personnel vs. Non-Personnel [in thousands]



Other Expenses	Amount
Health Benefits Plans	\$421,405
Interfund Expenses	2,363
Services	3,144
Other Expenses	86
<b>Total</b>	<b>\$426,998</b>



Other Expenses	Amount
Claim Expenses	\$1,034
Third Party Administration	134
Actuary Fees	33
<b>Total</b>	<b>\$1,201</b>

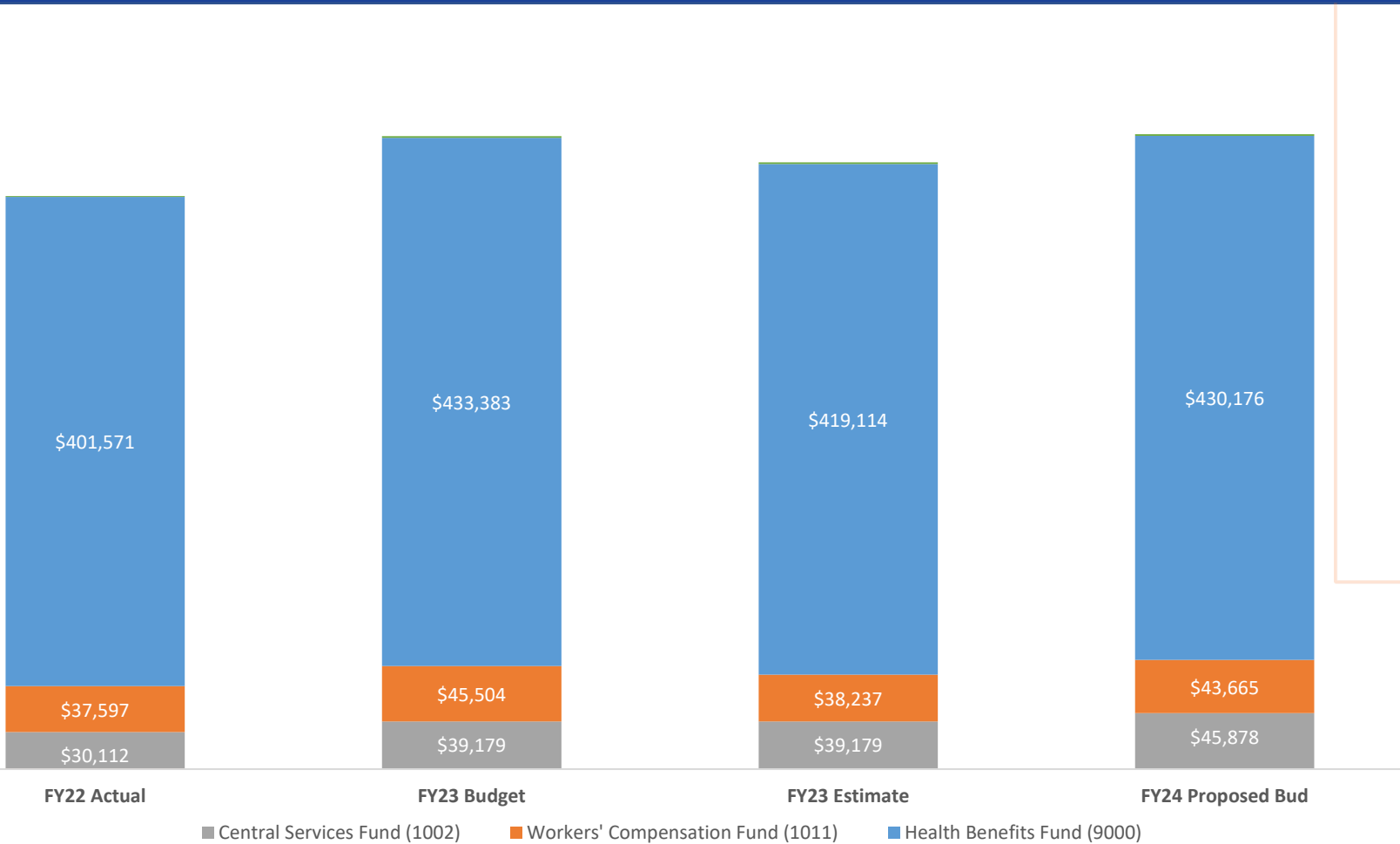
# Revenue by Program

## [in thousands]

The Human Resources Department does not have true revenue generating funds. The revenues generated by the Human Resources Department are interdepartmental revenues from internal service funds and charge back funds.

Program	FY22 Actual	FY23 Budget	FY23 Estimate	FY24 Proposed Bud	FY24 Proposed Bud vs. FY23 Estimate	% Change
Hire Houston Youth	\$0	\$0	\$0	\$0	\$0	0%
Employee Benefits Administration	401,571	433,383	419,114	430,176	11,062	3%
Long Term Disability	798	1,315	1,357	1,360	3	0%
Human Resources Client Services	18,239	23,501	22,675	25,128	2,453	11%
Contingent Workforce Management	10,510	13,336	14,216	18,329	4,113	29%
Talent & Organizational Development	1,666	2,341	2,287	2,421	134	6%
Risk Management	37,597	45,504	38,237	43,665	5,428	14%
<b>Total</b>	<b>\$470,381</b>	<b>\$519,380</b>	<b>\$497,886</b>	<b>\$521,079</b>	<b>\$23,193</b>	<b>5%</b>

# Revenue by Fund [in thousands]



# Revenue by Fund

## [in thousands]

- **Central Services Revolving Fund 1002** - Increase of \$6,700 or 17.1%
  - Due to increased utilization of Contingent Workforce Contracts
  - Due to Personnel Increases: HOPE & Benefits as well as enhanced recruiting initiatives
- **Workers' Compensation Fund 1011** - Increase of \$5,429 or 14.2%
  - Due to Catastrophic claims increases
  - Due to Personnel Increases: HOPE & Benefits
- **Health Benefits Fund 9000** – Increase of \$11,062 or 2.6%
  - Overall premium rate increases of 5.6% from 3.4% in Cigna medical plans
  - Due to Personnel Increases: HOPE & Benefits as well as new technology initiatives
- **Long Term Disability Fund 9001** – Increase of \$3 or 0.2%
  - City departmental chargebacks are based on headcount allocations



An aerial photograph of a city skyline at dusk, with a blue overlay. The skyline features several tall skyscrapers and a complex network of highways. The text 'HR ONE' is prominently displayed in the center in a large, white, sans-serif font.

# HR ONE

Optimizing Your HR Journey

**Thank you!**

The image features a blurred aerial view of a city skyline, likely New York City, with various skyscrapers and a highway interchange visible. The scene is overlaid with a semi-transparent white layer. At the top, there is a solid orange horizontal bar, and below it, a solid dark blue horizontal bar. The word "Appendix" is written in a large, bold, blue sans-serif font, centered on the white overlay.

# Appendix



# Human Resources - Demographics

Race	Male	Female	Total	%
White	18	15	33	12.5%
Black or African American	40	126	166	62.9%
Hispanic or Latino	12	43	55	20.8%
American Indian or Alaskan Native	0	0	0	0%
Asian	5	5	10	3.8%
Native Hawaiian or Other Pacific Islander	0	0	0	0%
Two or More Races	0	0	0	0%
Total	75	189	264	100%

# FY2023 Accomplishments

- Implemented Success Factors: Employee Central and Benefit Focus
- Implemented AP 3-16 Prenatal, Parental, and Infant Wellness Leaves (PPI).
- Conducted citywide and departmental job fairs.
- Developed and administer the promotional exam process Fire and Police departments.
- Designed and delivered the Pilot Hybrid Telework Training Program for 540 employees and supervisors.
- Completed online internal Security Risk Assessment.
- Increased EAP Utilization by 7%.
- Launched a thought partnership model that engages City leaders to maximize organizational development methodologies to address their most pressing opportunities.
- Successful completion of third phase of EHS Insight with full customization. System is live and currently being used by entire safety staff.
- Implementation of new giving platform for Combined Municipal Campaign.
- Administer over 1,000 employee influenza vaccinations.
- Rolled out over 80 Wellness educational events.

An aerial photograph of a city skyline at sunset, featuring various skyscrapers and a highway interchange. The sky is a mix of orange, pink, and blue. Overlaid on the image is the text 'HR ONE' in large, bold letters. The 'H' and 'R' are blue, while the 'O', 'N', and 'E' are white with a slight transparency, allowing the city buildings to be seen through them.

# HR ONE

Optimizing Your HR Journey