

ITEM #: 14
DATE: 07-23-24
DEPT: HR

COUNCIL ACTION FORM

SUBJECT: APPROVAL OF AN ADDITIONAL 1.0 FTE FOR A HUMAN RESOURCES SPECIALIST

BACKGROUND:

Since 2020, the City's Human Resources Department has experienced an exceptionally high volume of recruitment activity. This activity has been due to a number of factors, including increased retirements, fewer applicants for vacancies, and a nationwide trend toward a more transient workforce.

The department reorganized in 2022 to help manage the recruitment volume. This involved reclassifying an HR Analyst position to a Human Resources Officer I, which provided another recruitment resource for the organization. Subsequently, staff has re-evaluated the recruitment process and made modifications to expedite the hiring process and has relied on assistance from other City departments and a contract recruiter to manage the recruitment workload.

Despite these efforts, the department is consistently working on 45-50 separate recruitments at any given time, and departments often experience delays in filling positions due to a lack of Human Resources availability – which can impact service levels with increased vacancies. As this volume has remained high for several years, it is becoming clearer that the increased recruitment workload challenge is likely a new "normal" rather than a temporary issue.

To assist with addressing this increased recruitment workload, staff believes adding an additional recruitment resource to the Human Resources department is now necessary. Therefore, Staff is proposing the addition of a full-time Human Resources Specialist to the Human Resources Department. This position would focus primarily on recruitments, along with preparing for training, handling certain reporting requirements, and other Human Resources tasks as necessary.

It is recognized that historically staffing requests are made during the budget process in February. However, because of the backlog of needed recruitments to fill positions in the face of a very competitive employment environment, waiting until next February to obtain Council approval for a new position will prove detrimental to the City. Approving this request will allow the organization to fill positions more quickly without impacting other critical Human Resources responsibilities – and it will provide a more sustainable approach to recruitment.

IMPACT ON HUMAN RESOURCES BUDGET:

Staff has prepared a position description and evaluated it for placement within the City's compensation plan. Assuming the position is filled at the mid-point of the salary range and with single insurance, the addition of the position is projected to result in an additional \$96,903 in expenses if filled for the entire fiscal year. The position is not expected to be filled until September, which will reduce expenses in FY 2024/25 to an estimated \$80,752. The expenses for this additional position would be charged to each department's budget based on their FTEs, in the same way other Human Resources positions are allocated.

The increased charges to departments in the current fiscal year will be financed using salary savings from various staffing vacancies that occur across the organization. These vacancies result in one-time money that can be reallocated during the year. **However, it is important to note that the expenses for this position will become budgeted when the FY 2025/26 Human Resources budget is prepared. Since that budget request is compared to the adopted FY 2024/25 budget, which does not reflect this new position, staff anticipates the FY 2025/26 Human Resources budget will show a significant increase in expenses to cover this position's ongoing costs.**

ALTERNATIVES:

1. Authorize the addition of a Human Resources Specialist (1.0 FTE) position to the adjusted FY 2024/25 budget.
2. Do not approve the addition of a Human Resources Specialist position.
3. Refer this item back to staff for further information.

CITY MANAGER'S RECOMMENDED ACTION:

Requests for additional regular staff outside of the February budget authorization period time is an unusual occurrence. City staff has carefully evaluated the challenges in the current recruitment environment and has made changes to expedite hiring. Despite these efforts, it is clear that more staffing assistance is necessary in the Human Resources Department to fill positions more quickly. Without this support, positions will continue to remain vacant for extended periods of time, reducing the level of service to customers and creating challenges for existing staff that can lead to dissatisfaction among current employees. Therefore, it is the recommendation of the City Manager that the City Council approve Alternative #1 as listed above.