

FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

Human Resources

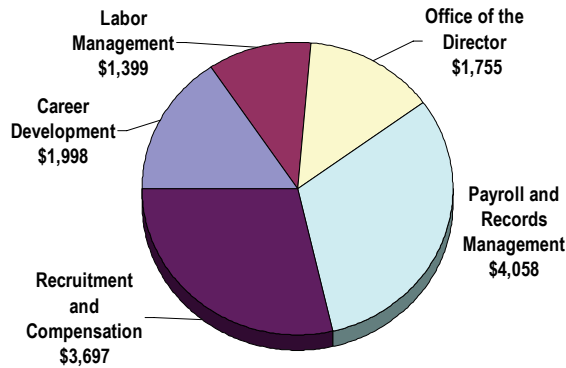
The Department of Human Resources (HR) manages and provides human resources services in a fiscally responsible manner and attracts, develops, and retains an effective and dedicated County workforce. HR functions as an internal service provider and a regulatory entity that ensures the proper administration of a comprehensive human resources system, promotes the equitable treatment of employees, and rewards results-oriented job performance.

As part of the Enabling Strategies strategic area, HR provides centralized employee relations services including recruitment, compensation and pay plan administration, and payroll services. HR also maintains County employee personnel and medical records, negotiates and administers labor contracts, provides and coordinates centralized County employee training through Miami-Dade County University (MDCU), manages the Employee Suggestion Program (ESP), and manages Employee Support Services (ESS).

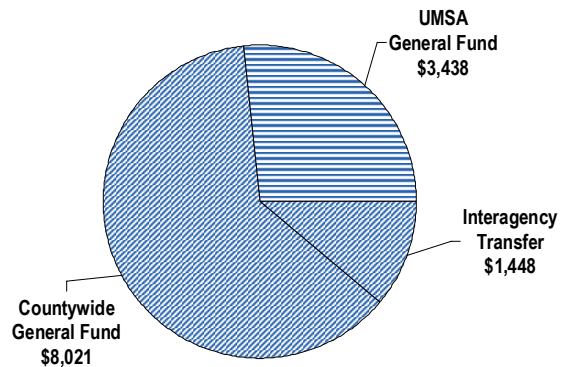
HR provides services to all County departments and employees. The Department is the gateway through which qualified individuals become County employees, who in turn provide government services to the entire community.

FY 2008-09 Proposed Budget

Expenditures by Activity
(dollars in thousands)



Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION

<u>OFFICE OF THE DIRECTOR</u>			
<ul style="list-style-type: none"> Formulates policy; administers the County's employee relations systems; advises departments on personnel issues and appropriate methods of problem resolution; coordinates all recruitment and personnel issues and actions for Miami-Dade County; and provides general administrative support, including fiscal management, budget preparation, procurement, records management, and management information systems 			
<u>FY 07-08</u> 10		<u>FY 08-09</u> 8	
<u>PAYROLL & RECORDS MANAGEMENT</u>		<u>CAREER DEVELOPMENT</u>	
<ul style="list-style-type: none"> Processes payroll, leave, time and attendance transactions for all County employees; maintains central personnel and media files, including the Employee Master File and County Table of Organization; provides employment verification; processes employee tuition reimbursements, salary deductions and administers various benefits programs including the Departure Incentive and Deferred Retirement Option Programs, and Florida Retirement System 		<ul style="list-style-type: none"> Designs and coordinates employee development programs; coordinates outsourced educational programs; coordinates seasonal employment programs; administers the Employee Suggestion Program (ESP) and related recognition programs; provides psychosocial services to the Corrections & Rehabilitation Department and administers the State of Florida Substance Abuse Program (SAP); coordinates the County's Human Capital Development program 	
<u>FY 07-08</u> 64	<u>FY 08-09</u> 62	<u>FY 07-08</u> 19	<u>FY 08-09</u> 15
<u>LABOR MANAGEMENT</u>		<u>RECRUITMENT AND COMPENSATION</u>	
<ul style="list-style-type: none"> Plans, directs, develops, and coordinates negotiation and administration of all County collective bargaining agreements in accordance with Florida statutes; processes, coordinates, and conducts discipline appeals, classification appeals, career service grievances, performance evaluation appeals, job abandonment appeals, short-term disability leave appeals, unemployment compensation appeals, and name clearing hearings; administers the Employee Mediation Program; administers the countywide employment physical examination and drug testing program; maintains the County leave manual 		<ul style="list-style-type: none"> Assists departments in processing and selecting qualified job applicants; develops, administers, and validates recruitment methods to including competitive examination programs and all related functions; processes new hires; oversees background checks and criminal history records; administers the County's classification and pay plan; provides career counseling and information on personnel issues; performs departmental personnel officer functions; administers layoff procedures; coordinates transfers, reinstatements, and interagency internal placement activities 	
<u>FY 07-08</u> 9	<u>FY 08-09</u> 11	<u>FY 07-08</u> 50	<u>FY 08-09</u> 46

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FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09
Revenue Summary			
General Fund Countywide	7,763	8,065	8,021
General Fund UMSA	3,489	3,623	3,438
Interagency Transfers	1,975	1,574	1,448
Total Revenues	13,227	13,262	12,907
Operating Expenditures Summary			
Salary	8,563	9,135	8,698
Fringe Benefits	2,476	2,681	2,558
Other Operating	2,068	1,321	1,619
Capital	120	125	32
Total Operating Expenditures	13,227	13,262	12,907

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Proposed FY 08-09	Budget FY 07-08	Proposed FY 08-09
Strategic Area: Enabling Strategies				
Career Development	2,229	1,998	19	15
Labor Management	1,278	1,399	9	11
Office of the Director	1,804	1,755	10	8
Payroll and Records Management	4,203	4,058	64	62
Recruitment and Compensation	3,748	3,697	50	46
Total Operating Expenditures	13,262	12,907	152	142

CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	388	300	0	0	0	0	0	0	688
Total:	388	300	0	0	0	0	0	0	688
Expenditures									
Strategic Area: Enabling Strategies									
Computer and Systems Automation	388	300	0	0	0	0	0	0	688
Total:	388	300	0	0	0	0	0	0	688

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Travel	3	8	43	43	45
Contract Temporary Employees	332	813	500	500	500

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DIVISION: OFFICE OF THE DIRECTOR

This Division provides department-wide administrative support in the areas of procurement, budget, fiscal management, and business planning.

- Formulates human resources policy
- Administers the County's HR systems
- Advises departments on personnel issues and appropriate methods of problem resolution
- Coordinates all recruitment and personnel issues and actions for Miami-Dade County; and provides general administrative support, including fiscal management, budget preparation, procurement, records management, and management information systems
- Leads the development and rollout of new strategic initiatives including HR Program Development strategic/business planning, departmental business and performance management, and enhanced staff communications

BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ES5-1: Expediently provide Departments with qualified personnel	Complete departmental reorganization to meet new customer demands in a budget neutral fashion; the reorganization involves recasting positions that previously supported manual processes and levels of middle-management into strategic coordinator positions	Support management in responding to requests for special projects and reports, implement strategic initiatives, and research and implement human resources best practices

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DIVISION: CAREER DEVELOPMENT

This Division provides three distinct support services to County departments - developing and delivering training programs, providing counseling, assessments, and referrals for substance abuse or other employee assistance, and coordinating the Employee Suggestion Program.

- Designs, develops, and coordinates employee development programs for Miami-Dade County employees
- Coordinates interagency training for the County
- Coordinates seasonal employment programs
- Administers the Employee Suggestion Program (ESP) and related recognition programs such as Employee of the Year
- Provides psychosocial services to the Corrections and Rehabilitation Department and administers the State of Florida Substance Abuse Program (SAP)
- Coordinates the County's succession plan

Strategic Plan Outcome - Measures

- ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Provide and coordinate employee development initiatives	Employees trained*	13,000	15,806	8,000	8,000	8,000
	Customer satisfaction with training	N/A	N/A	80%	80%	80%
	Percentage of employees who completed New Employee Orientation within two weeks of date of hire	N/A	N/A	95%	95%	95%

*FY 2007-08 decrease reflects a drop in both the Supervisor Certification program and the countywide employee ethics training

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BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.)	Develop and implement a comprehensive Human Capital Development Program to attract and retain a skilled and qualified workforce; program includes six (6) interrelated categories: Succession Planning, Leadership Education (Executive and Middle Manager Development), Mentoring Program, Internship and expanded Apprenticeship Programs, modernization of the New Employee Orientation (NEO), and Department Specific Recruitment, Training and Human Resources Strategy (\$87,000, two positions partially funded)	Identify critical management and executive positions for which staff must be developed to assume the responsibilities; develop current and future leaders as county operations become more complex; mentor current and prospective employees to improve their business skills and competencies; market and increase awareness of Miami-Dade County as a preferred employer; continue to focus on difficult-to-fill classifications and expand the use of internships to increase the County's visibility as an employer of choice; redesign the New Employee Orientation program into an interactive full day workshop with new materials focused on the County's strategic mission, performance expectations, passion for county services, and our vision of "Delivering Excellence Every Day"; assist departments with formulating and executing comprehensive human resource strategies to support their operations

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DIVISION: LABOR MANAGEMENT

This Division manages the contracts negotiated with the ten labor unions, coordinates, administers, and processes employee appeals, collective bargaining grievances and provides advice related to the provisions of the agreements.

- Plans, directs, develops, and coordinates the negotiation and administration of all collective bargaining agreements for County employees in accordance with Florida statutes
- Processes, coordinates, and conducts discipline appeals, classification appeals, career service grievances, performance evaluation appeals, job abandonment appeals, short-term disability leave appeals, unemployment compensation appeals, and name clearing hearings
- Administers the Employee Mediation Program
- Administers the countywide physical examination program including alcohol and drug screening
- Monitors compliance with the Family and Medical Leave Act, the Fair Labor Standards, Miami-Dade County Code, and all other statutory mandates and regulations applicable to employment and labor relations and ADA issues
- Maintains County leave manual
- Provides support for special investigations concerning complaints of employee malfeasance or misfeasance
- Administers all employee discipline, name clearing, and job abandonment issues

Strategic Plan Outcome - Measures

- ES1-1: Clearly-defined performance expectations and standards (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Coordinate negotiation of collective bargaining agreements and manage employee appeals	Percentage of disciplinary appeals sustained by the County Manager	N/A	N/A	99%	99%	99%
	Percentage of employee physicals results processed within five business days	N/A	N/A	90%	90%	90%
	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration	N/A	N/A	50%	50%	50%

BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ES5-3: Motivated, dedicated workforce team aligned with organizational priorities	Develop successors in the Labor Management Division in the contract negotiations area to expose them to the process in 2008 and 2009 as the County negotiates new contracts with the 10 bargaining units	Ensure a smooth transition upon departure of senior staff scheduled for retirement, transfer of institutional knowledge, and alignment of workforce with organizational priorities

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DIVISION: PAYROLL AND RECORDS MANAGEMENT

This Division processes the payroll for more than 32,000 full-time and part-time Miami-Dade County employees.

- Processes Human Resources, payroll, leave, and attendance transactions for all County employees
- Manages employee personnel and medical records, maintains the Employee Master File and County Table of Organization; provides employment verification
- Processes employee tuition reimbursements, deductions, and various benefits programs including the Departure Incentive Program, Deferred Retirement Option Program, and Florida Retirement System
- Provides HR information to County departments, employees, and members of the public

Strategic Plan Outcome - Measures

- ES9-5: Continuously improving government (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Payroll processing and personnel records management	Accuracy of HR payroll and paycheck processing	98%	98%	98%	98%	98%
	Percentage of completed tuition reimbursement packets processed within 30 days of receipt	N/A	N/A	100%	100%	100%
	Percentage of personnel data received, scanned, and audited into the Electronic Document Management System within two pay periods	N/A	N/A	100%	100%	100%

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BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ES4-6: County processes improved through information technology	Complete the audit and backfiling of County employee personnel and medical records into the Electronic Document Management System (EDMS) (\$2.281 million from Capital Outlay Reserve (COR) over six years for audit and backfiling); in FY 2007-0-08, the Department started the auditing of 2,564 boxes of personnel records to be completed over a four-year period with the auditing of approximately 700 boxes per year	Maximize the return on previous EDMS investments in the Payroll and Records Management Division; increase efficiencies in the filing, storage, and retrieval of unstructured data (i.e., paper records)
ES4-6: County processes improved through information technology	Continue to analyze the implementation of the PeopleSoft Time and Labor module to enhance the employee self-service online time collection program; in FY 2008-09, five additional county departments will participate in the pilot program: Human Resources, Government Information Center, Finance, ETSD, and DERM	Eliminates dual data entry and reduces processing errors, extends window for time collection, provides better auditing and accountability, introduces cost center accounting and eventually retires "Paper Payroll and Attendance Record" processing and distribution, and reduces filing and paper storage

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DIVISION: RECRUITMENT AND COMPENSATION

This Division primarily administers the procedures stipulated in Administrative Order 7-21, Centralized Employment services.

- Assists departments in recruitment and selection of qualified job applicants, including the development, administration, and validation of competitive recruitment methods to include competitive examination and all related functions
- Processes new hire employees
- Oversees background checks and criminal history records
- Administers the County's classification and pay plan
- Provides career counseling and information on personnel issues; and performs departmental personnel functions
- Administers layoff procedures; coordinates transfers, reinstatements, and interagency internal placement activities
- Manages the competitive recruitment and selection process, administers position classifications and pay plans
- Develops and administers competitive examinations and testing, processes new hires and coordinates criminal background checks

Strategic Plan Outcome - Measures

- ES5-1: Expeditiously provide Departments with qualified personnel

Attract and retain employees	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
		Average recruitment time (in calendar days)	55	45	45	45

- ES5-2: Retention of excellent employees

Attract and retain employees	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
		Percentage of appealed classification decisions in which the decisions are sustained	66%	90%	100%	99%
Percentage of reclassification requests processed within 30 days	N/A	N/A	95%	95%	95%	

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Budget Enhancements or Reductions and Additional Comments

- The new HR Director was hired in February 2008 with the following goals to be accomplished within the first 12 months: implement aggressive internal and external recruitment strategies, complete the expansion of the Human Capital Development Program, complete Phase II of the PeopleSoft recruitment module to improve system usability, roll out a comprehensive countywide leadership development program, revamp New Employee Orientation (NEO), consolidate and modernize personnel rules and performance evaluation process, develop strong performance metrics to assess the effectiveness of the County's Human Resources programs and expectations, and complete contract negotiations with the County's ten Bargaining Units.
- In FY 2007-08, the Department purchased disk storage space (\$90,000) to expand the capacity for the Employee Data Warehouse which houses the County's payroll information; in addition, the Department purchased disk storage space (\$68,000) to support the on-going scanning of personnel documents estimated at 850,000 images a year; on-going operational support to be funded by the Department's operating budget (\$16,000)
- In FY 2008-09, the Department will receive \$368,000 from various departments for MDCU training; other reimbursements to the Department from County departments include: \$65,000 from the General Services Administration (GSA) for worker's compensation management support; \$250,000 from GSA for payroll preparation; \$199,000 from Transit, \$218,000 from Police, \$120,000 from Fire Rescue, \$126,000 from Corrections and Rehabilitation, \$26,000 from Aviation, \$56,000 from various County departments for Testing and Validation; and \$20,000 from various County departments for miscellaneous HR related support services
- The Department is in the process of rolling out Phase II of the PeopleSoft recruitment module (post implementation improvements) to enhance user friendliness and programming requests by user departments
- The Department's FY 2008-09 table of organization includes 18 positions funded by Transit; these positions support Transit-related payroll and other human resource services, and one position funded by the Water and Sewer Department to support WASD compensation services; the number of positions funded directly by Human Resources is 121 from 132 in FY 2007-08 due to the departmental reorganization (two positions) and tax relief-related reductions (11 positions)
- *In FY 2007-08, one Transit in-stationed position will be eliminated from the Department's table of organization; the position was a temporary overage to be eliminated at the end of FY 2007-08*
- The FY 2008-09 Proposed Resource Allocation Plan includes the addition of two overage positions added in FY 2007-08: one Labor Management Division Director Designee and one Senior Labor Management Specialist in the Labor Management Division; the positions were added as part of the Department's succession planning efforts (\$218,000)
- The Department's FY 2008-09 Proposed Resource Allocation Plan includes: the addition of two positions (\$87,000) - one Program Developer and one HR Projects Administrator which are partially funded for six months; these positions will assist the Department with the preliminary rollout of the Human Capital Development Program to build up the County's workforce in the face of new employment realities and the need to attract a skilled and qualified workforce; also included is \$100,000 for website development
- *As a result of the Department's reorganization efforts to help streamline processes, the FY 2008-09 Proposed Resource Allocation Plan includes the reduction of two positions in the Director's Office: one Deputy Director (\$153,000) and one Assistant to the Director (\$83,000)*
- *As a result of the property tax relief initiatives, the FY 2008-09 Proposed Resource Allocation Plan includes a reduction of four positions (\$145,000) for the County Manager's Outreach Intern Program administered by the Department that provided internship opportunities for individuals with disabilities*

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- *The Department's FY 2008-09 Proposed Resource Allocation Plan includes a reduction of four positions in the Recruitment and Compensation Division (\$206,000); a reduction of one position in the Payroll and Records Management Division (\$46,000); a reduction of two positions in the Career Development Division (\$160,000) as a result of the property tax relief initiatives*

Department Operational Unmet Needs

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Restore one HR Counselor position to oversee employee disciplinary corrective plans	\$0	\$41	1
Restore two Employee Service Intake positions to assist job applicants seeking County employment	\$0	\$94	2
Restore one Clerk 2 and one Clerk 4 position to assist in succession planning, mentoring, apprenticeships, and departmental needs assessments	\$0	\$61	2
Restore four ADA interns to provide professional development opportunities to those individuals who are specially challenged	\$0	\$145	4
Total	\$0	\$341	9