

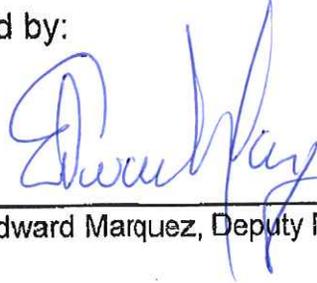


HUMAN RESOURCES DEPARTMENT Business Plan

Fiscal Years: 2014 and 2015
(10/1/2013 through 9/30/2015)

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Delivering Excellence Every Day



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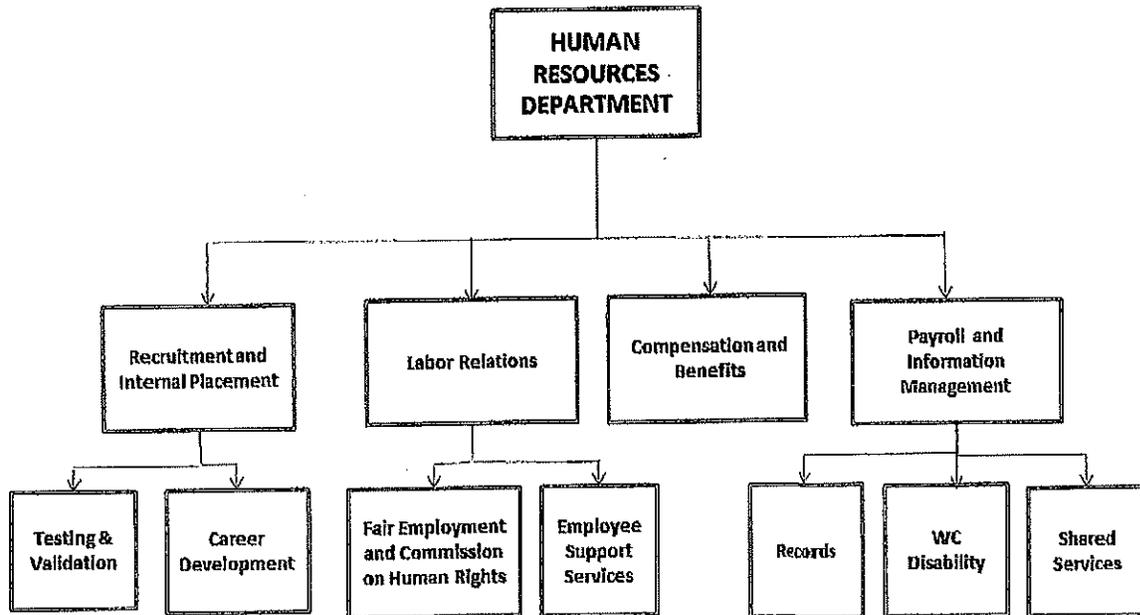
DEPARTMENT OVERVIEW

Department Mission

To support the goals and challenges of Miami-Dade County while properly balancing the needs of our employees, business partners, and residents.

The Human Resources Department (HR) provides centralized personnel services through four operating divisions. The Department will complement its critical operational responsibilities with a progressive, strategic approach to develop business process improvement initiatives. HR aims to work proactively with client departments to identify and assist with workforce issues that relate to the attainment of their strategic business goals. This will include the creation of a comprehensive collective bargaining strategy, a renewed emphasis on performance management and standardized discipline policy, employee development and knowledge transfer, ongoing evaluation of cumbersome workplace rules, and implementation of workforce metrics to measure and analyze overtime utilization, absenteeism, appeals, payroll issues and employee development needs. In addition, an enhanced communication approach with all stakeholders will be a priority.

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Strategic Alignment Summary

Labor Relations and Workplace Modernization

Since FY 2009-10, HR, in collaboration with the Office of the Mayor, the Office of Management and Budget (OMB) and Department Directors has devoted extraordinary efforts in all aspects of negotiations with the County's ten bargaining units. Successor agreements with all ten unions call for continued negotiations as many of the concessions yielded in previous agreements are due to revert back at the end of FY 2013-14.

A comprehensive analysis of all ten union contracts, workplace rules, Administrative Orders, and County Procedures provides for numerous items which serve as potential inclusion in the next round of union negotiations. Proposals will be fully developed during FY 2013-14. Recommendations to standardize personnel and workplace rules that support a contemporary workforce will be a priority and will include specific objectives to increase flexibility and simplify the pay and benefit structure.

During FY 2012-13, HR supported an Ad-Hoc Compensation and Benefits Review Committee which was established to review matters relating to personnel costs to include compensation policies and collective bargaining provisions. This collaborative effort presented an opportunity to receive advice and recommendations regarding the modernization of workforce practices and procedures. The outcome was the passing of Resolution 815-13 which directed the Mayor to negotiate with the unions five recommendations (and one additional item) from the Committee's final report. These items will be at the forefront of HR's proposals to the unions.

Office of Human Rights and Fair Employment Practices (OHRFEP)

OHRFEP monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. The office also develops and implements employment policies and programs that ensure diversity and inclusion, investigates complaints of discrimination, performs fact-finding and mediation conferences, resolves workplace conflicts and develops programs that focus on the creation of supportive and inclusive work environments. Additionally, OHRFEP coordinates the enforcement of the County's anti-discrimination ordinance that prohibits discrimination based on race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation or source of income.

Recruitment and Workforce Development/Management

Successful organizations invest in workforce development to manage more effectively. Miami-Dade County realizes that our employees are our most important resource. Strategic investment in employee development will continue the County's evolution as a learning organization.

Miami-Dade County faces significant challenges as its workforce ages. The median age of the current workforce is 47 years old; of 25,178 full-time employees (as of December 2013), 32% percent will reach retirement age within five years. Additionally, approximately 58% percent of senior managers will reach retirement age in the same time period. This presents an urgent need for far-reaching human resources strategies that focus on knowledge transfer initiatives to prepare the workforce for the future.



In addition, supporting initiatives will aim to include expanded apprenticeship and internship programs, continued leadership training, and employee development programs. HR continues to play an integral role in the Mayor's Actively Investing in Miami-Dade (AIM) initiative. Efforts are underway to build on the success of specialized internships which have been established in the areas of information technology, law, accounting, special needs and sustainability. We will continue to partner with Miami-Dade Public Schools, universities and colleges to maximize participation in internship programs.

During the past two fiscal years, HR implemented the largest workforce reduction in County history. HR professionals from numerous departments were trained to review personnel files and calculate retention scores for thousands of employees. HR provided individual employee counseling sessions, transition assistance workshops, outside referrals, employability skills training and Pipeline assistance to employees impacted by layoff.

Because of prevailing economic conditions and the uncertain financial outcome of labor negotiations, HR must prepare for future potential layoffs. There are increased service demands as departments reorganize and require additional consultation on compensation, as well as retraining of the remaining workforce.

Executive recruitments are now part of HR's core responsibilities, resulting in significant cost savings by eliminating the reliance on external executive search firms.

Payroll and Information Management

The Payroll and Information Management Division (PIM) is tasked with one of the department's most critical functions, the generation of the County's \$1.9B annual payroll. As a result of unprecedented 2011-2014 collective bargaining agreements which resulted in pay reductions and benefit freezes, PIM has been required to respond quickly and implement changes to all employees' payroll records. Due to the timing of bargaining unit contract ratifications, all payroll changes were staggered, resulting in extensive testing and implementations being done throughout the year. As we approach the end of the current 2011-14 contracts, a comparable level of effort will be required during FY 2013-14 and FY 2014-15, in order to restore many of these benefits, where applicable. In addition, there have been other guidelines pertaining to salary reductions and freezes for employees in departments that are not under the Mayor's purview. HR, with the dedicated support of the Information Technology Department (ITD) personnel, has successfully managed the coordination of these implementations which includes furloughs and insurance contribution deductions.

Concurrently, PIM has also made significant progress in the implementation of electronic Personnel Attendance Record (ePARs). During FY 2011-12, ePAR implementation was completed for all departments with the exception of the Corrections and Rehabilitation Department. While the Corrections and Rehabilitation Department anticipated the implementation of a Staff Scheduling System, the delay has resulted in inefficiencies which can be mitigated by implementing ePARs. As a result, the decision has been made to move forward with the implementation of ePARs. This implementation is expected to be completed in FY 2013-14.



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HR is also participating in initiatives to leverage the County's current investment in the Enterprise Resource Planning (ERP). ERP will allow the County to consolidate and streamline all HR, Procurement and Financial functions, commonly known as "back office functions". HR modules consist of the following:

- Workforce Administration
- Time and Labor
- Candidate Gateway
- Talent Acquisition Manager
- Absence Management
- ePerformance
- Compensation
- Position Management
- eLearning
- Discipline
- Benefits Administration
- Profiles
- Succession Management
- Payroll

Compensation and Benefits Administration

An ongoing focus has been placed on the County's Benefits and Compensation practices as evidenced by the Compensation and Benefits Committee established by Ordinance 09-109 and subsequent Ad Hoc Compensation and Benefits Committee chaired by Commissioner Barbara J. Jordan. A comprehensive evaluation of the County's personnel policies have been conducted by both committees and various recommendations have been offered. It is the task of the department to work with Labor to develop policies to better manage the growth of personnel costs while continuing to provide fair and competitive wages, salaries and benefits to the employees of Miami-Dade County.

In FY 2013-14 the Benefits Administration Unit (BAU) of the former Risk Management Division within the Internal Services Department was merged into HR resulting in a better alignment of services for the workforce. The BAU administers the contracts for the County's employee benefits program, consisting of group medical, dental, vision, disability income protection, group legal, IRS Section 125 spending accounts and life insurance plans. This includes negotiations with vendors to assure all employee benefit programs meet the needs of participants, are cost effective and comply with legal requirements and evolving federal mandates. The BAU conducts annual open enrollment activities and acts as a liaison between benefits vendors and employees. The BAU is committed to providing excellent customer service to 26,000 employees, 6,000+ retirees and their dependents.

Sustainability

The Department is committed to supporting the County's sustainability goals and projects. HR has initiated various efforts to support sustainability, resource conservation, and the reduction of the department's carbon footprint. Some of the projects supporting this effort are: electronic paystubs, online pay plan, on-demand electronic reports, ePAR implementation, access to electronic employee files, and procurement of department office supplies with a



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preference for recyclable products. In addition, a sustainability module is included in the new employee orientation and supervisors' training programs.

FY 2013-14 Department Key Operational Indicators

HR Key Operational Indicators (Annual)	
Average Bi-weekly Payroll	\$70 Million
Average Number of Bi-weekly Payroll Checks	29,035
Accuracy of Payroll	99%
Employees Trained	6,058
Post Training Effectiveness Assessment	82%
Employment Applications	64,111
Filled Vacancies	1,695
Developed and Administered Written/Video Examinations	2,693
Public Record Requests	556
Processed Unemployment Claims	2,359
Employment Verifications	6,485
Employee Appeals, Grievances, and Name Clearing	931
Calculated Retention Scores	18,139
Employees Processed Through Pipeline Assistance	336

The HR Department supports the following strategic objectives:

- GG1-1 Provide easy access to information and services
- GG1-2 Develop a customer-oriented organization
- GG2-1 Attract and hire new talent
- GG2-2 Develop and retain excellent employees and leaders
- GG2-3 Ensure an inclusive workforce that reflects diversity
- GG2-4 Provide customer-friendly human resources services

Our Customer

The primary customers of the Human Resources Department are other County departments including the County Attorney's Office, County employees, Labor Union representatives, and other agencies, municipalities, the State of Florida and the federal government. Additionally, the services provided by OHRFEP are available to all Miami-Dade County residents, County employees and applicants for employment with Miami-Dade County. OHRFEP also works closely with the U.S. Equal Employment Opportunity Commission (EEOC), and the Florida Commission on Human Relations, and serves as staff to the Miami-Dade Commission on Human Rights.



KEY ISSUES

Goal: Provide easy access to information and services (GG1-1)

- Continue with countywide implementation of online employee self-serve Time and Labor application (ePARs) to realize efficiencies and increase accountability. Pending implementation is the Corrections and Rehabilitation Department.
- Develop a plan to improve Countywide performance evaluation process including system, method, reporting, and analysis.
- Develop a plan to obtain resources for the Electronic Data Management System (EDMS) project to continue the audit and scanning of personnel documents, implement a centralized EDMS program for HR records, and provide employees access to their personnel files.
- Develop programs to improve DPR communication, competency, and strategic thinking.
- Provide comprehensive, accurate, and timely responses to requests for information.

Goal: Develop and retain excellent employees and leaders (GG2-2)

- Develop collective bargaining proposals that support the County's strategic goals.
- Meet with departments to coordinate employee development needs.
- Expand HR self-service by implementing: expanded online training and registration, ePARs, grievance and discipline tracking, and the employment eligibility verification form (I-9) tracking.
- Ensure all employees complete online Ethics Training pursuant to Board of County Commissioners' action.
- Continue employee layoff assistance to facilitate internal placement or transition out of County service and assist in managing department workforce reductions.

Goal: Ensure an inclusive workforce that reflects diversity (GG2-3)

- Continue "Diversity Matters" program to focus on the elimination of barriers in employment, retention and career development.
 - Implement talent management strategies to ensure participation of all persons with disabilities in the County's career development initiatives.



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- Ensure that all employees know their rights and responsibilities under local, state and federal discrimination laws and know standards of appropriate conduct under County policy.
 - Ensure that all employees are familiar with County policies and procedures for reporting employment discrimination and other workplace issues. Create understanding that diversity is not limited to race and gender and the County will work to eliminate barriers to inclusion and will promote a bias-free workplace.
 - Identify and eliminate barriers to career development for inclusion at all levels and classifications.
 - Developed and implemented *The Phoenix Project: a Talent Pipeline for Workers with Disabilities*; assisted in placement of twenty (20) Florida International University students with disabilities who worked in 11 departments on professional level projects.
 - Ensure that County employment programs target underrepresented groups, including but not limited to females and people with disabilities.
- Conduct events to support employee development programs, which include internships, apprenticeships, and formalized knowledge transfer.
 - Develop metrics to assess the quality of candidates appointed to positions.
 - Expand equal employment opportunity (EEO) and diversity educational tools for Miami-Dade County employees.
 - Continue to develop and enforce EEO and diversity training programs for County employees.
 - Create value-added employee support programs by integrating "branded" fair employment practices within countywide and departmental agendas.
 - Provide EEO and diversity reporting with an emphasis on diversity management, enhance annual report and prepare special reports periodically
 - Roll out Diversity Training to all County employees in FY 2013-14.

Goal: Improve Access to Abuse Prevention, Intervention and Support Services (HH2-5)

- Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through investigation, mediation and/or appeal to the Commission on Human Rights (on-going)
 - Conduct Commission on Human Rights appeal hearings
 - Resolve discrimination complaints using mediation or alternative dispute resolution techniques where appropriate



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- Conduct timely investigations of discrimination complaints
- Ensure that all citizens of Miami-Dade County are familiar with County policies and procedures for reporting employment, housing and public accommodations discrimination laws and other workplace issues.

PRIORITY INITIATIVES

- Develop collective bargaining proposals that support the County's strategic goals.
- Analyze and develop viable and sustainable healthcare options for plan year 2015.
- Finalize countywide online employee self-serve Time and Labor application (ePARs).
- Implement a centralized EDMS program for HR records, and provide employees access to their personnel files.
- Expand online training and registration, grievance and discipline tracking, and the employment eligibility verification form (I-9) tracking.
- Promote the inclusion of persons with disabilities in the County's career development initiatives through the Phoenix Project: a Talent Pipeline for Workers with Disabilities to help identify barriers to employment, develop retention strategies for County employees and interns with disabilities.

FUTURE OUTLOOK

- The department's performance measures will be negatively affected by recent staff reductions as a result of the Value Adjustment Board (VAB). A total of nine positions have been eliminated during FY 2013-14. HR staff will be re-directed to respond to directives and provide the most crucial service needs to departments.
- The department has experienced a 42% staff reduction since FY 2005-06 and a 13% reduction since FY 11-12. In order to continue to support the County with the current level of service, HR must assess its remaining resources and competencies, study its organizational structure, evaluate its business processes, explore opportunities for job redesign, and eliminate activities that provide limited value to the organization.
- With the reduction of resources, a reduction of internal controls has also been experienced. It is critical to identify tools which will aid the identification of errors and possible fraud. This has been an ongoing priority for the department.
- Layoff administration has become a year-round activity resulting in the diversion of department-wide resources to retention score calculation, Pipeline assistance, and employee counseling. As a result, service demands throughout the department were negatively impacted. For example, this business reality has greatly curtailed our ability to proactively approach initiatives such as classification and pay plan modernization, relationship enhancement with educational institutions for the purpose of enhancing internship programs and apprenticeships, and applicant test administration modernization.
- Should the County begin to rapidly deploy some aspects of ERP/Shared Services; seasoned HR staff will be redirected to support the effort. This will require HR to reallocate resources or backfill limited number of key positions and train staff to seamlessly continue to provide services. HR would also need adequate time and the



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additional funding necessary to staff its operations and support this initiative without significantly impacting the Department's ability to execute its business plan.

- Each initiative outlined in this plan requires effective technology tools. Success depends largely on the cost and availability of these tools and the capacity of ITD to support applications.
- Over the past 50 years there has been an expansion of the coverage of EEO & fair employment law. OHRFEP anticipates that as new laws are passed and the scope of employee rights and responsibilities expand, it must prepare to handle complaints based on these new causes of action.
- OHRFEP must educate its staff and the employee/citizen population on the new laws and amendments to existing laws by offering on-going training opportunities and expanding training materials to include the same. OHRFEP will need additional resources in order to effectively educate the citizens of Miami-Dade County.
- Recent legislative and regulatory actions, such as the Genetic Information Nondiscrimination Act (GINA) of 2008 and the Employment Non-Discrimination Act (recently reintroduced in Congress) are creating new causes of action for discrimination complaints which will impact OHRFEP and further stretch its resources.

