



Human Resources Business Plan

Fiscal Years: 2019 and 2020

(10/1/2018 through 9/30/2020)

Approved by:

A handwritten signature in blue ink, appearing to read "Arleene Cuellar".

Arleene Cuellar, Department Director

2/13/2019

Date

A handwritten signature in blue ink, appearing to read "Edward Marquez".

Edward Marquez, Deputy Mayor

2/20/19

Date

Plan Date: February 11, 2019

Human Resources... Matters!

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Departmental Business Plan and Outlook
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Department Overview

Department Mission

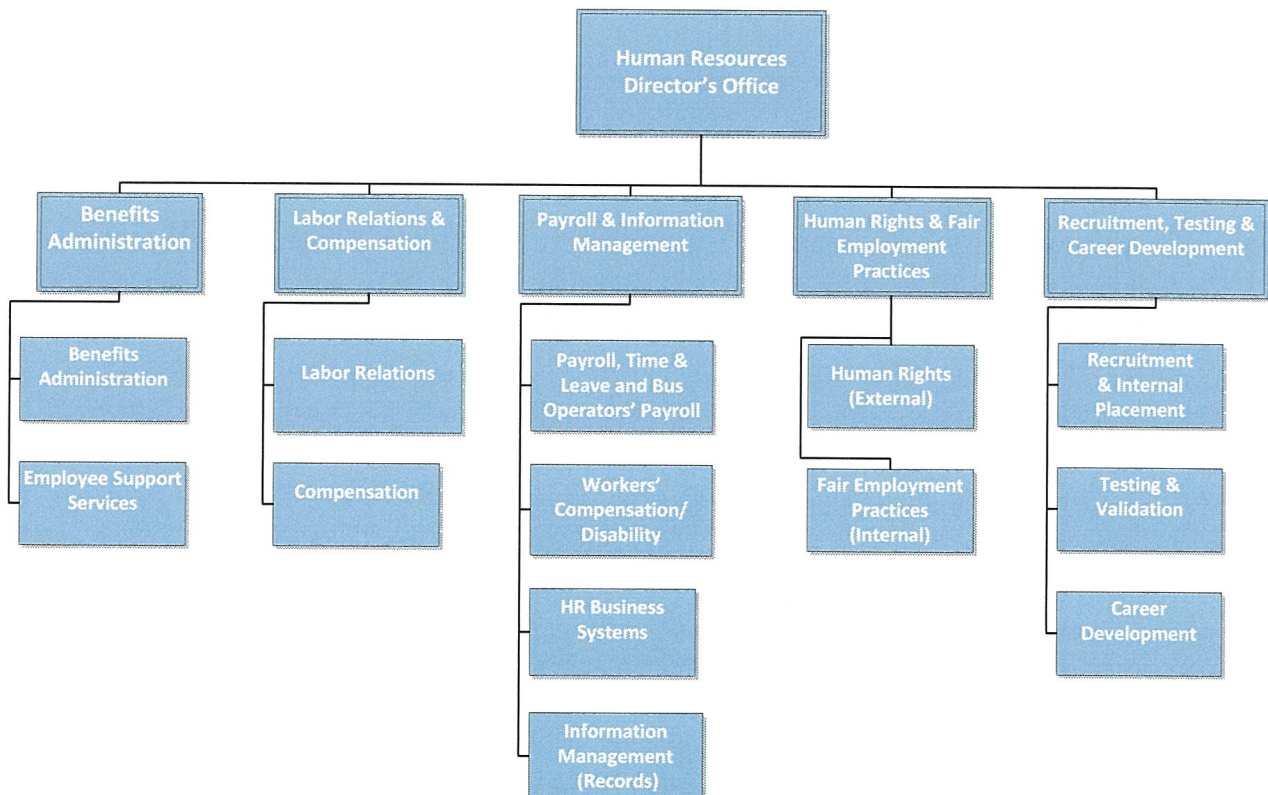
To support the goals and challenges of Miami-Dade County while properly balancing the needs of our employees, business partners, and residents.

The Human Resources Department (HR) provides centralized personnel services through five operating divisions, consisting of:

- I. Benefits Administration
- II. Labor Relations and Compensation
- III. Payroll and Information Management
- IV. Human Rights & Fair Employment Practices
- V. Recruitment, Testing, and Career Development

The Department complements 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 includes a renewed emphasis on performance management and standardized discipline policies, employee development and knowledge transfer, ongoing evaluation of 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 continues to be a priority for the department.

Table of Organization



Strategic Alignment Summary

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

1. Provide improvements to Countywide performance evaluation process, including system, method, reporting, and analysis. (*Labor Relations, PIM*)
2. Finalize and roll out standardized progressive discipline guidelines for all County departments (*Labor Relations and Compensation*)
3. Provide training to Department Personnel Representatives (DPRs) to improve competency and strategic thinking. In FY 2017-18, HR provided a comprehensive DPR training and will continue this initiative in FY 2018-19, offering the training to personnel who handle similar DPR functions. (*Department*)
4. Provide comprehensive, accurate, and timely responses to requests for information. (*Department*)
5. Design healthcare programs to target at-risk employees by offering a free on-line Health Risk Assessment (HRA), and on-line tools that engage employees and provide access to healthcare education. Employees who are better informed on how to manage and improve their health will take measures to improve it. This could ultimately result in cost-savings and healthier employees. (*Benefits Administration*)
6. Offer disease management and reduce costs related to caring for the chronically ill. Disease management programs are designed to improve the health of persons with specific chronic conditions and to reduce healthcare service use and costs associated with avoidable complications, such as emergency room visits and hospitalizations. (*Benefits Administration*)
7. Use employee satisfaction survey to identify employee and retiree problem areas (i.e., Provider networks and open enrollment), (*Benefits Administration*)
8. Develop comprehensive compensation training for departmental human resources staff, and other employees, to educate employees on job analysis criteria, organizational structures and wage and salary administration issues. (*Labor Relations and Compensation*)
9. Improve communication of pertinent information using PeopleSoft, such as notification of important dates, communicating pending requirements to job applicants and creating an efficient way to provide reminders, updates, or announcements. (*Recruitment, Testing, & Career Development*)

Goal: Improve relations between communities and governments (GG1-4)

10. Investigate and resolve complaints filed under the County's anti-discrimination ordinance in a timely manner and provide residents with a means to have discrimination cases resolved through appeal hearings and mediation, where appropriate. The Human Rights & Fair Employment Practices Division (HRFEP) reviews 100% of discrimination cases within 30 calendar days from receipt. (*Human Rights & Fair Employment Practices*)
11. Continue efforts to provide information, guidance and educational resources to our residents, including traditionally underserved and vulnerable groups, lower-income residents, and people with limited English proficiency, to promote awareness of human rights issues, anti-discrimination laws and the services



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- awareness of human rights issues, anti-discrimination laws and the services offered by HRFEP. (*Human Rights & Fair Employment Practices*)
12. Conduct workshops and community roundtable events to provide technical assistance to small businesses and educate service providers in the County so they will be better prepared to make referrals, provide information, as well as inspire and encourage residents to report illegal conduct. (*Human Rights & Fair Employment Practices*)

Goal: Attract and hire new talent (GG2-1)

13. Coordinate negotiation of collective bargaining agreements (CBAs); manage employee appeals; conduct labor management meetings; provide assistance to unions/departments with CBA issues; provide assistance to County Attorney with hearings and process employee physical examinations. (*Labor Relations and Compensation*)
14. Attract and retain County employees and reduce the time needed for recruitment to less than 60 days (Recruitment, Testing & Career Development)

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

15. Develop collective bargaining proposals that support the County's strategic goals. (*Labor Relations*)
16. Meet with departments to coordinate employee development needs. (*Recruitment, Testing & Career Development*)
17. Leverage the County's investment in Oracle products to migrate the Human Resources' Time and Leave and Payroll to the PeopleSoft platform, including related data conversion. (*Payroll & Information Management*)
18. Ensure employees complete online Ethics Training, pursuant to Board of County Commissioners' action. (*Recruitment, Testing & Career Development*)
19. Continue to facilitate internal placement or transition from County service, and assist in managing department workforce reorganizations. (*Recruitment, Testing & Career Development*)
20. Improve health in the workplace and create a measurable wellness program to improve employees' health, wellbeing and morale. (*Benefits Administration*)
21. Educate County employees on financial resources available to assist them in long-term financial and retirement planning. (*Benefits Administration*)
22. Enhance methods to track wellness events participation and outcomes, such as:
 - Employee participation in preventive screening or wellness challenges; self-reported activities such as confirming a person doesn't use tobacco or they took the stairs twice a day (instead of the elevator);
 - Employees who join and/or complete an online wellness program;
 - Employees who achieve a specific outcome relating to their bio-metrics. (*Benefits Administration*)
23. Provide and coordinate employee development initiatives and report the number of employees trained each year. (*Recruitment, Testing & Career Development*)



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

24. Continue to expand and enhance the “Diversity Matters” program to emphasize the importance of equality, diversity and inclusion in County workplaces.
 - Provide training so employees know their rights and responsibilities and are familiar with complaint reporting procedures under local, state and federal discrimination laws, and County policy;
 - Expand the current employee training curriculum by developing specialized courses on topics, such as Respect & Civility, Eliminating Bias, Bystander Intervention and Retaliation Prevention, which research shows are key tools in the prevention of workplace discrimination and harassment.
 - Identify and eliminate barriers to career development for inclusion at all levels and classifications and promote bias-free workplaces.
(*Human Rights & Fair Employment Practices*)
25. Continue to provide Diversity and Anti-Harassment training to all new County employees. Deliver refresher training on Diversity and Anti-Harassment to the County’s workforce in FY 2019-20. (*Human Rights & Fair Employment Practices*)
26. Develop a specialized training workshop related to preventing and addressing sexual harassment for supervisory employees. (*Human Rights & Fair Employment Practices*)

Goal: Provide customer-friendly Human Resources services (GG2-4)

27. Maintain 99% of accuracy in paycheck processing. Payroll errors may affect employee pay, but there are various errors that do not affect pay, such as when leave is not coded properly, or when attachments are pending (internal procedure not adhered to). (*Payroll and Information Management*)

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

28. Administer 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 timely investigations of discrimination complaints;
 - Resolve discrimination complaints using mediation or alternative dispute resolution techniques, where appropriate;
 - Conduct Commission on Human Rights appeal hearings;
 - Provide public education to residents and businesses about anti-discrimination laws and cultivate understanding and respect among the County’s many diverse communities through various educational and outreach programs.
(*Human Rights & Fair Employment Practices*)



Department Summary

The Director's Office formulates human resources policy, including policies related to fair employment and human rights. It provides oversight for department activities and administrative support in the areas of procurement, budget, fiscal management and business planning. There are 117 budgeted positions in the department, plus 14 in-stationed employees (13 positions funded by Department of Transportation and Public Works, one position funded by the Water & Sewer Department). In FY 2019-20, there will be 118 positions in the Department as a new Outreach and Training position was added to support diversity training.

Our Customer

The primary customers of the Human Resources Department are all County departments, County employees, Labor Union representatives, municipalities, and residents of Miami-Dade County. The services provided by Human Rights & Fair Employment Practices (HRFEP) are available to all Miami-Dade County residents, County employees and applicants for employment with Miami-Dade County. HRFEP also works closely with the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations, private employers, small businesses, housing providers and serves as support staff to the Miami-Dade Commission on Human Rights.

Key Issues

- Continue to develop collective bargaining proposals that support the County's strategic goals and are sustainable;
- Analyze and develop viable and sustainable healthcare options for Plan Year 2020;
- Work with other County departments to establish a culture of health and to implement an improved County Wellness Program to promote health and fitness, and continue to reduce healthcare costs and improve absenteeism;
- Work with other County departments to establish focus groups aimed at developing employee engagement, standardized discipline guidelines, and improved performance evaluation criteria;
- Upgrade the centralized Electronic Document Management System (EDMS) program for HR records, and provide employee access to their personnel files;
- Expand online training and registration, grievance and discipline tracking, and the employment eligibility verification form (I-9) tracking;
- Continue to leverage the County's investment in the enterprise resource planning (ERP) area by implementing functionality that can be rolled out using existing County resources (for example, self-service address changes, completion of W-4 form, tracking of professional certifications and drivers' license monitoring).



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Department Key Operational Indicators:

HR Key Operational Indicators (Annual)	
Average Bi-weekly Payroll	\$82.6 Million
Average Number of Bi-weekly Payroll Checks	29,853
Training provided to employees in FY 2017-18 – Classes were led by Instructor	5,456
Training Classes in FY 2017-18 - Completed Online	8,157
Training Classes in FY 2017-18 - Online Ethics	1,514
Training Classes in FY 2017-18 - Diversity Training	2,877
Number of internal and external candidates taking written/video examinations developed and administered in FY 2017-18	5,323
Public Record Requests in FY 2017-18 - Any requests to view or copy personnel records (including response to subpoenas).	1,183

Milestone Achievements:

Benefits Administration:

The Division successfully negotiated new Life, Legal and Dental insurance contracts, resulting in cost savings to the County and to the employees, as well as the implementation of enhanced benefits in all the plans.

The Division was successful in reducing fees and streamlining investment options in the County's 457 Deferred Compensation Program.

The Division conducted a dependent verification audit for active employees with the purpose of containing and/or reducing the County's healthcare costs.

Benefits developed and implemented flyers, toolkits and handouts, explaining healthcare benefits and options.

Offered all Unions the opportunity to participate in the County's recommended health insurance cost containment options for our medical insurance program that could save the County and its employees \$21 million dollars, if fully implemented to non-bargaining and employees covered in all unions for calendar year 2019.

Enhanced benefits educational and open enrollment materials to provide information on all benefits, on Employee Recognition and the Employee Assistance (EAP) programs and on



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healthcare benefits. This information will empower our fellow employees, both active and retired, to make educated benefit decisions and maximize their utilization of available resources, as they work toward physical, emotional, and financial well-being in their personal and professional lives.

Continued efforts to increase the visibility of Wellness Works and overall outreach to our employees through employee engagement, wellness incentives and offering onsite benefits services in wellness, health, retirement and emotional support. Held the second annual Miami-Dade County Wellness Works 5K and Family Fun Day to celebrate another successful year of our wellness program. The wellness program has proved to be engaging and successful based on an increase in attendance at wellness events, the increase participation of the walking challenges, completion of Personal Health Assessments (PHAs) and overall program participation.

Labor Relations & Compensation:

As of November 2018, the Labor Relations and Compensation Division devoted extraordinary efforts in all aspects of negotiations with Dade County PBA Supervisory and Rank and File Unit, which resulted in the successful ratification of the Collective Bargaining Agreement (CBA).

Also, prior to the beginning of December 2018, the Division successfully negotiated with the GSAF/OPEIU Local 100 Professional and Supervisory Units, and the IAFF Local 1403, Firefighter Employees Unit, resulting in the successful ratification of CBAs.

Prepared Pay Plan and Second Edition Pay Plan to implement negotiated bargaining agreement changes.

Payroll & Information Management:

The Human Resources and the Information Technology departments successfully implemented:

- Electronic performance evaluations (ePerformance) in all departments, using the existing PeopleSoft system;
- A solution to electronically administer outside employment for all departments, using the existing PeopleSoft system; and
- Implemented the retroactive adjustments for the 2014-2017 collective bargaining agreements which had resulted in impasse (AFSCME 121 - Water and Sewer and TWU Local 291 employees).

The Department conducted a Late Evaluations audit, which led to a significant decrease in the number of pending evaluations.

Human Rights & Fair Employment Practices:

As part of a holistic approach to the prevention of discrimination and harassment in the County, the Division launched a public education and marketing campaign, which included advertisements on both the rails and buses, to promote the visibility and services of the Human Rights & Fair Employment Practices Division and developed two new training workshops, "Workplace Civility & Respect" and "Preventing Workplace Harassment."



Recruitment, Testing & Career Development:

The Division continued to provide a comprehensive training to Departmental Personnel Representatives and other HR staff to provide guidance, enhance knowledge and ensure uniformity in the performance of human resources functions.

The Division facilitated a mandatory Veterans Preference training to all Departmental Personnel Representatives to include bringing in a content expert from the Florida Department of Veterans Affairs.

Overview of the Divisions in Human Resources

I. Benefits Administration

The Benefits Administration Division includes employee benefits, wellness, eligibility determinations, programming, plan design, education, communications, workshops, health fairs, retirement counseling and insurance payment collection for retirees and employees on a leave of absence. The Division also includes the Employee Support Services (ESS) Section that provides services including: employee engagement, employee recognition, and the Employee Assistance Program (EAP).

Also, the Division provides support services to plan administrators and departments on a variety of benefit and wellness programs such as Wellness Works, healthcare, supplemental benefits, deferred compensation retirement programs, and the Florida Retirement System (FRS).

The Benefits Division continues to work with labor unions to develop a cost containment strategy and policies that better contain the growth of healthcare costs, while continuing to provide comprehensive benefits to the employees and retirees of Miami-Dade County.

Benefits Administration Section

The Benefits Administration Division reviews and seeks Requests for Proposals (RFP's) on expiring contracts for the numerous County employee benefits programs, consisting of group medical, dental, vision, disability income protection, group legal, flexible benefits (IRS Section 125 spending accounts), and life insurance plans. This includes negotiations with vendors to ensure that all employee benefit programs meet the needs of participants, meet state and federal mandates, are cost effective, and comply with legal requirements. The Division conducts annual open enrollment activities and acts as a liaison between benefits vendors, departments and employees.

In FY 2018-19, the Benefits Division and AvMed will implement Best Doctors-expert second opinions as an added resource to our employee medical benefits package for the 2019 plan year. Benefit enhancements administered by AvMed will continue to be offered in plan year 2019, i.e., SmartShopper and MD Live Telemedicine.

In plan year 2019, the County discontinued offering MDC Jackson First "Pilot" HMO, but instead offered the MDC Jackson First HMO plan option to non-bargaining employees and to participating bargaining unit members, as an additional lower-cost healthcare plan option



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with a low cost physician and specialist office visit co-payments. This plan is similar to the highly utilized and well-received MDC Select HMO plan option first offered in plan year 2015.

Priority Initiatives in Benefits Administration:

- Conduct annual open enrollment of health and various supplemental benefits;
- Participate in procurement efforts of various benefits-related contracts: health, vision, dental, life insurance, benefits consulting, legal, short-term and long-term disability, deferred compensation, and flexible spending accounts;
- Develop and implement business rules and procedures connected to the administration and programming required for the implementation of new and renewed benefit plans, or policy changes, and government mandates affecting employee benefits;
- Provide in-depth counseling sessions to prospective retirees as it relates to the FRS, Deferred Compensation, medical, dental, life and accumulated leave payments to ensure a smooth transition from active employment to retirement;
- Assure the County's benefits programs comply with federal and state legislation;
- Administer employee benefits programs, such as medical, dental, vision, life insurance, as well as other supplemental benefit plans;
- Provide customer service functions to assist employees in understanding their benefits; provide support to department HR liaisons; respond to benefit inquiries and complaints to ensure prompt, equitable and courteous resolution;
- Develop handbooks/online classes and tutorials to communicate employee benefits programs eligibility rules;
- Maintain and update on an annual basis, benefits policies and procedures manuals; conduct annual open enrollment and information sessions to employees/upcoming retirees regarding health and supplemental benefits.

Special Projects in Benefits

- Conduct workshops and training that provide employees and departments with education on health and employee benefits;
- Develop and implement online credit card payment option, via the FSA Administration RFP, so that retirees and employees on leave of absence can pay for insurance premiums online and view the status of their accounts.
- Track/measure employee benefits (employee/customer) satisfaction survey results.

Employee Support Services Section

The Employee Support Services (ESS) section has been expanded to include the Employee Assistance Program (EAP), Wellness and Employee Engagement programs and services. The new design will streamline health services, reduce costly direct services and increase early intervention and prevention strategies to educate employees on healthy pursuits before they become problems. ESS will also integrate technological upgrades, such as online training to reach a wider segment of employees and address the rise of mental health and substance abuse problems Countywide.

Priority Initiatives of ESS

- Oversight and implementation of new service design to include the Employee Assistance Program, Wellness Program and Employee Engagement programs and services.
- Provide quality services to improve health and overall wellbeing and support employees struggling with personal issues that affect their ability to function well within the workplace.



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- Evaluate existing EAP options as a succession plan to examine best cost and alternatives.

Employee Assistance Program (EAP)

The Employee Assistance Program provides direct services and consultation to County departments, to County employees and their qualified family members. EAP helps employees deal with life difficulties and offers helpful resources for any stage of life challenges.

Priority Initiatives of EAP

- Evaluate to determine mental health and/or substance abuse problems that interfere with the competency of County employees performing their duties;
- Refine network of skilled clinical and support service providers within the AvMed network who meet the needs of our employee population;
- Refer employees to appropriate community-based providers to address identified problems;
- Provide counseling and referral to employees in emergency mental health situations;
- Evaluate, monitor and make recommendations for employees who test positive for alcohol and/or illegal substances in violation of Department of Transportation compliance rules;
- Prepare an RFQ to identify and hire an outside short-term counseling vendor to provide managed behavioral health services (case management, utilization management, etc.) to handle common and simple diagnoses. Effective use of short-term program could reduce the number of mental health and substance abuse counseling claims. Cost of the program is unknown until the RFQ is obtained.
- Develop relationship with graduate schools in the area (FIU, Nova, UM, Barry, etc.) that have a Social Work, Mental Health Counseling, Marriage and Family program and develop internship opportunities for students;
- Update the EAP website to encompass mental health and substance abuse prevention information designed to educate employees on prevention.

Wellness Section

The Wellness Program provides opportunities for employees to proactively improve their health by providing health education, wellness events, in person/telephonic health and nutrition consultations and programming. The Wellness Program provides direct services and consultations to all County departments, Miami-Dade County employees and their qualified family members.

Priority Initiatives of Wellness

- Coordinate and schedule wellness events (health fairs, nutrition sessions, campaigns, challenges, Lunch and Learn workshops) to improve health and reduce costs;
- Utilize data to determine the primary health concerns and disease states of County employees;
- Utilize health trend data to provide targeted health education to the various County departments;
- Coordinate AvMed wellness staff schedules and provide oversight for their workshop/program content;
- Coordinate all facets of the wellness program: scheduling, marketing, education and reporting;



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- Maintain the Wellness Works online portal and HR Wellness page; monitor Wellness Works program in collaboration with AvMed and prepare monthly wellness newsletters;
- Track wellness vendor service level agreement reports and guarantees; maintain AvMed's wellness budget for incentives and collateral;
- Develop and schedule department specific "pilot" programs, as needed.

Special Projects for Wellness

- Oversee education and marketing of the new benefits features: SmartShopper and Virtual Visits;
- Organize and host Wellness Works 5K and Family Fun Day;
- Organize wellness activities and semi-annual wellness fairs.

Employee Engagement Section

Employee Engagement is an added function of the Benefits Administration Division. This focus area includes three established programs:

- The IDEA Rewards/ ESP Program (A.O. 7-8)
- Employee Recognition Programs (A.O. 7-30)
- The Employee Discount Program (EDP)

To further develop employee engagement, events are scheduled throughout the year to reach all County employees. Presently, events include the "Spring into Wellness Fair", "Fall into Wellness Fair", "Worth It Wednesday\$", "Lunch & Learn with Discount Ninja" and Employee Appreciation Fairs. Departmental employee recognition and appreciation efforts are supported as well.

Priority Initiatives in Employee Engagement Section

- Process IDEA Machine submittals from initial receipt, department assignment, resolution/ response and potential award/ recognition;
- Review and support departmental employee recognition efforts;
- Provide community merchants with a platform where they can offer discounts and incentives to engage in outreach and established programming with County workforce.

Special Projects in Employee Engagement Section

- Refresh current program guidelines for IDEA Rewards/ESP Program and Employee Recognition Programs.



II. Labor Relations and Compensation

The Labor Relations and Compensation Division is tasked to work collaboratively with the ten bargaining units to negotiate successor collective bargaining agreements for 2017-2020.

The Division will continue to take part in the Healthcare Cost Containment Committee, with goals of collaborating with all collective bargaining units to effectuate a more cost-effective health care plan for County employees.

As of December 2018, the Labor Relations and Compensation Division, in collaboration with the Office of the Mayor, successfully reached agreements with the Police Benevolent Association (Rank and File and Supervisory units), GSAF/OPEIU Local 100 (Professional and Supervisory units), and the IAFF Local 1403, Firefighters Union.

As of January 2019, the Labor Relations and Compensation Division continues negotiation efforts with the County's five remaining bargaining unions:

TWU Local 291 – Transport Workers Unit
AFSCME Local 3292 – Solid Waste
AFSCME Local 1542 – Aviation
AFSCME Local 199 – General
AFSCME Local 121 – Water and Sewer

During FY 2017-18, the Division coordinated and facilitated monthly Labor Management meetings with union leaders and department directors, as needed. The purpose of the meetings is to improve relations between management and labor, and to resolve conflicts and issues before they become grievances. Additionally, the Division engaged the various labor unions to jointly develop and implement better business practices and resolve disputes, whenever possible.

Priority Initiatives in Labor Relations

- Negotiate, interpret and administer ten collective bargaining agreements;
- Coordinate and facilitate Labor Management meetings between departments and unions to address and/or resolve labor matters and develop Memorandums of Understanding (MOUs), as needed;
- Resolution of collective bargaining grievances prior to the arbitration hearing;
- Administer the County's progressive discipline program;
- Provide guidance to department liaisons to ensure compliance with A.O. 7-3 Disciplinary Action, and specific provisions of the collective bargaining agreements;
- Process and conduct employee appeal hearings for Performance Evaluation, Short-Term Disability, Reclassification, Career Service Grievances, Name-Clearing Hearings (Probation and Exempt Employees), as per Administrative Order 7-31, Classification and Job Abandonment;
- Coordinate the scheduling of Unemployment Compensation Claim hearings for County departments;
- Administer the County's Medical Assessment Program, which includes County and Department of Transportation drug and alcohol testing, pre-employment physicals, and fitness for duty examinations;



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- Facilitate and review the American with Disability Act (ADA) and Family Medical Leave Act (FMLA) requests for County departments;
- Provide training and updates at Departmental Personnel Representative meetings, as needed;
- Respond to inquiries and assist outside agencies, (i.e., governmental agencies, municipalities, etc.).

Special Projects in Labor Relations and Compensation

- Facilitate Labor Summit meetings with the Mayor, Department Directors and their respective senior staff and union representatives;
- Coordinate the development of Countywide Standardized Discipline Guidelines;
- Implement the County's Enterprise Resource Planning (ERP) Discipline Tracking Program;
- Implement eDiscipline to standardize the County's disciplinary process;
- Implement the County's Enterprise Resource Planning (ERP) Human Resources Business Process for Labor Relations and Compensation;
- Facilitate labor meetings, workshops and trainings to improve business practices, such as the implementation of departmental procedures and streamlining internal processes.

Efficiencies to be explored

- Coordinate with the State of Florida to allow the on-line processing and appeal of unemployment claims;
- Automate/Update Essential Job Functions and Job Description forms using PeopleSoft.
- Establish metrics for absenteeism and discipline.

Compensation Section

The Compensation Section maintains and administers the County's Pay Plan, including classification and re-classification reviews, minimum qualifications for job postings, salary surveys, and the establishment and elimination of positions.

In FY 2017-18, the Compensation Section:

- Successfully administered Impasse Survey requests for TWU and Local 121 and prepared data analysis;
- Successfully delivered Pay Plan and Second Edition Pay Plan to implement negotiated bargaining agreement changes;
- Developed and implemented Departmental Job Opening Checklist to reduce the number of jobs denied by Compensation section;
- Documented Compensation's ERP business process workflows: Reclassification, Establishment for New Position, Audit, Pay Plan, Pay Plan Preface, and Job Opening Approval.

Priority Initiatives of Compensation

- Maintain the County's Pay Plan, including the addition/deletion of classifications;
- Maintain the PeopleSoft database with classification information, including minimum qualifications, certifications and preferences;
- Review and advise departments on the eligibility of pay supplements;
- Review department reorganizations, individual reclassification actions, and job classification duties;



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- Provide survey data for other municipalities and consulting firms and facilitate the collection of compensation and benefits data to support and assist in the establishment of policies related to benefit offerings, classifications and job evaluations.

Special Projects in Compensation

- Facilitate and provide research and data analysis for Compensation ERP implementation.

III. 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 \$2.1B annual payroll. As a result of the impasse resolutions for two collective bargaining agreements for 2014-2017, PIM responded quickly and implemented 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 past several years. Most recently, the ratification of the 2017-2020 collective bargaining agreements and changes to non-bargaining employees presented additional payroll changes that also resulted in extensive testing and staggered implementations.

Miami-Dade County has contracted with Accenture to assist with the implementation of approximately 13 Human Capital modules. The County's current Human Resources and Payroll solutions have reached the end of their useful life. The County has acquired various Oracle ERP software products that it intends to leverage through implementation of this contract to enable more efficient business processes. The implementation will evaluate current business processes, implement Oracle products with minor customizations, and enable workflows to satisfy the County's business and technical requirements. The project for Human Resources will commence in January 2019 and is scheduled to go live January 2021. The ERP implementation will become the system of record/functionality for Human Resources, Procurement, Finance, Budgeting and overall reporting for the County. Once fully implemented, the ERP will allow the County to consolidate and streamline all HR Procurement and Financial functions, commonly known as "back office functions."

The Division continues to be an integral partner in the continued efforts to leverage the County's current investment in Enterprise Resource Planning (ERP). In collaboration with the Information Technology Department, HR piloted the ePerformance module of PeopleSoft in FY 2016-17. This implementation allows for an electronic process to facilitate performance evaluations. HR modules consist of the following:

<u>ERP Module</u>	<u>Date Implemented</u>
• Time and Labor	Completed 03/2015
• Position Management	9/2014
• Candidate Gateway	6/2007
• Talent Acquisition Manager	6/2007
• eLearning	Partially implemented
• Discipline	Partially implemented
• ePerformance	10/2018
• Profiles	
• Workforce Administration	



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ERP Module (continued)

- Absence Management
- Compensation
- Benefits Administration
- Succession Planning
- Payroll

In addition, the Payroll and Information Management Records Center serves as a central repository in which Miami-Dade County stores and manages all of its Human Resources records, which include Personnel and Medical Records. The Records Center supports the entire records management process, from records collection through records management to records disposition.

Priority Initiatives of the Payroll and Information Management

- Payroll Time and Attendance Administration - Process payroll and HR transactions for over 28,000 employees;
- Personnel and Medical Records Management; Custodian of records: includes scanning all documents into employee's electronic folder;
- Maintain critical tables and rules which serve as the functional base for HR time and labor, benefits, finance, and payroll system;
- Provide functional/technical support for all human resources information/payroll systems to include Oracle, PeopleSoft, Time & Leave, and Cognos (reporting tool);
- Respond to public records requests (media, subpoenas, employees and the public);
- Create and maintain Standard Operating Procedures manuals for new and established processes and procedures.

Special Projects in Payroll and Information Management

- Identify and implement opportunities for transitioning from paper files to electronic files;
- Implement an enterprise solution (ERP) that will become the system of record for all HR transactions.

Unmet Needs in Payroll and Information Management

1. Hire an administrative secretary (approximate cost \$62,900) to support division director and assist the division with administrative duties, front desk reception, public records requests, and countywide scanning, as needed.



IV. Human Rights & Fair Employment Practices

The Human Rights & Fair Employment Practices (HRFEP) Division aligns diversity management and equal opportunity functions with the core mission of the department and the County's strategic goals. The Division promotes fairness and equal opportunity in employment, housing, public accommodations, credit and financing practices, family leave and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code, as amended.

The Division is comprised of two sections: Fair Employment Practices (FEP) and Human Rights.

- **Internal Support:** The FEP section monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. FEP 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.
- **External Customers:** The Human Rights section coordinates the enforcement of Chapter 11A, the County's anti-discrimination ordinance and serves as staff to the Miami-Dade Commission on Human Rights (CHR). The ordinance prohibits employment, housing, and public accommodation discrimination based on race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, gender identity, gender expression, actual or perceived status as a victim of domestic violence, dating violence, or stalking, and source of income.

An ongoing focus has been placed on strengthening and refreshing existing County diversity programs, including the development and implementation of a new instructor-led training courses for all County employees. This new training workshops aim to increase awareness of respectful workplace conduct and harassment prevention and reinforce the County's efforts to develop inclusive, safe work environments where diversity is valued and celebrated.

Public education campaigns and outreach programs and events have been designed to meet the needs of the County's diverse communities, including small businesses, traditionally underserved communities, and lower income residents.

HRFEP has also built sustainable, collaborative partnerships with state and federal civil rights enforcement agencies, community leaders, advocate groups, non-profits, and community-based organizations to promote equal opportunity, prevent human rights violations and encourage residents to report unlawful conduct.

Priority Initiatives of Human Rights & Fair Employment Practices

- Intake discrimination complaints filed under Chapter 11A of the County's Human Rights Ordinance, as amended;
- Resolve discrimination complaints through investigation and alternative dispute resolution mechanisms;
- Develop and implement County diversity policies and programs;
- Advise departments on best practices in equal employment opportunity (EEO), diversity management, and fair employment practices;



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- Conduct employee training and public outreach activities;
- Conduct CHR appeal hearings and business meetings;
- Administer the procurement of Reasonable Accommodation items to include, but not limited to chairs, computers, modified computer screens, etc.

Special Projects for Human Rights & Fair Employment Practices

- Conduct quarterly training sessions for the departmental Fair Employment Practices Liaisons (FEPL);
- Develop and disseminate a quarterly newsletter regarding new and emerging topics in civil rights, EEO, and diversity management;
- Develop and implement a “Know Your Rights” public outreach and education campaign to increase residents’ awareness of their rights under federal, state, and local anti-discrimination laws and the services provided by HRFEP;
- Continue the implementation of the Countywide “Diversity Matters” program, including ongoing, mandatory diversity employee training and the development of specialized training employee workshops focused on emerging and priority issues, such as sexual harassment;
- Revise and update the Division’s website, brochures, publications, and public education and outreach materials, as necessary;
- Submit an application for the federal Housing and Urban Development Fair Housing Initiatives Grant to support community outreach efforts toward the prevention of housing discrimination.

Unmet Needs for Human Rights & Fair Employment Practices

1. The Division requests funding of three (3) Human Rights and Fair Employment Specialists reduce the overall case backlog and improve case processing time(s) (approximate cost \$303,200).
 - a. Two (2) Human Rights will be assigned to the Human Rights Section to conduct investigations and facilitate alternative dispute resolutions, including mediation and conciliation, to
 - b. One (1) Human Rights and Fair Employment Specialist will be assigned to the FEP Section to ensure timely resolution of internal employee discrimination complaints, reduce the internal case backlog, assist in the development and implementation of new and improved diversity management programs, and monitor departmental compliance.
2. Hire one (1) HR Support Services Specialist (approximate cost \$67,300) to provide direct support services to the Division related to the enforcement, mediation and training functions being offered by both sections, as well as the scheduling of the Division’s internal and external appeals’ dockets. This position will provide support to professional staff to assist in conducting intake interviews, responding to inquiries and requests from employees and residents, and collecting, reviewing and scanning case documents. This position will also assist in the development and implementation of employee training and public outreach events, to include tracking and monitoring compliance, event planning and coordinating logistics. This position will help the Division ensure it is able respond to customer inquiries, resolve complaints, and deliver trainings in an accurate, efficient and timely manner.



V. Recruitment, Testing & Career Development

The Recruitment, Testing & Career Development Division is charged with the responsibility of centralized human resource functions on a countywide basis for all departments and the community at-large as it pertains to addressing workforce needs and recruitments. The division is tasked with staying abreast of rules, policies, and procedures on the local, state, and national levels and providing necessary training and workshops to all County departments for compliance purposes and to improve skill sets for day-to-day operations.

Currently, the County's aging workforce is retiring in increased numbers and the division is concentrating efforts to fill vacancies being created by the departing staff. As a result, emphasis is being placed upon developing and instituting strategies to expose and mentor youth, college and graduate students and the community at-large to the myriad of career opportunities available in County government. To do so, we have developed and coordinated with various institutions and departments to showcase the County as a viable employer-of-choice through such initiatives as:

- Mayor's Executive Leadership Program
- Big Brothers, Big Sisters
- Miami-Dade County Public Schools Summer Youth and High School Internship Programs

The Mayor's Executive Leadership Program is a partnership between the County and local universities to provide university juniors and seniors in our community the opportunity to work side-by-side with our administrators to provide them with exposure to the public sector and the challenges and rewards associated with being a public servant. We are continuing our relationship with Florida International University, Florida Memorial University, the University of Miami, Barry University and St. Thomas University.

Our partnership with Big Brothers Big Sisters of Miami School-to-Work Mentoring Program spans over 5 years and gives the County an opportunity to expose high school students in our community to County government, the services we provide and the diversity of careers available. Once a month, County employees provide mentorship to high school students in the workplace at various sites throughout the County. During 2018-19, we welcomed a new group of sophomores and juniors to the program while also enhancing departmental participation.

The County's partnership with Miami-Dade County Public Schools (MDPCS) Internship program yielded another successful year. During the summer of 2018, there were forty-one students who partnered with industry professionals in various departments for five weeks. The students learned about careers based upon their areas of interest and the County's impact in providing services to citizens.

The Division includes the Training and Development section that provides competency training to supervisors, professionals, and new employees. The section has launched the final training segment of the Strategic Leadership Development Competency Framework initiative. This segment is a one-day training program targeted for front-line employees and will have a direct impact on the services provided to the community in various areas. This training program is designed to address development needs of our front-line employees by addressing the following



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competencies:

- Communication
- Customer Service
- Problem Solving and Technical Ability
- Continual Learning

The Testing and Validation Section, which is the assessment arm of the division, provides job analysis, test development, test administration, test validation, and/or scoring services for 45 different Miami-Dade County job classifications and includes both promotional and open-competitive examinations. The process begins with a job analysis, followed by test development, test administration, test validation, and scoring activities. The goal of the section is to develop and administer valid, reliable, fair, and legally defensible assessments on behalf of our client departments to ensure applicants meet job requirements.

Summary of Accomplishments:

- In FY 2017-18, the Division in collaboration with Payroll and Information Management and the Information Technology Department rolled out electronic performance evaluations (ePerformance) to all departments, using the existing PeopleSoft system. Performance management is a key aspect of any organization's culture and this tool will assist in developing employees in reaching their potential, as well as, develop a stronger management culture. This new functionality provides an efficient, transparent and uniform tool to document objectives, recognize achievements and discuss areas in need of improvement.

The implementation of ePerformance provides the following enhancements:

- Electronic signatures for employees, raters and reviewers;
 - Streamline processing through the use of automated workflows;
 - Escalation reminders via email for late evaluations that will be automatically sent to raters each pay period (*until the evaluation is completed*);
 - Escalation reminders via email that will be sent to the reviewers once per month (*until the evaluation is completed*);
 - Leverage the County's existing Position Management system (reporting structure is identified and used for ePerformance);
 - Electronic archival of performance appraisals within PeopleSoft;
 - Adds accountability for managers and supervisors;
 - Elimination (or reduction) of paper (Resiliency initiative!)
- The Division launched the usage of the New Hire Checklist and Process Flowcharts to all hiring departments. The purpose of the forms is to assist departments during the interview and selection process, prior to extending an offer of employment with Miami-Dade County. This check and balance ensures all applicants who are hired meet the minimum qualifications, as set forth in our competitive recruitment guidelines.
 - The Division successfully launched the Veterans Preference Mandatory Training for Departmental Personnel Representatives. The facilitator addressed all questions and volunteered to assist with future inquiries regarding the application of veterans' preference points.



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- In the summer of 2018, we continued our partnership with Miami Dade County Public Schools in administering the Summer Youth Internship Program. Students throughout the County participated and forty-one were placed in County departments working alongside and mentored by dedicated County employees.
- The County continued our partnership with Big Brothers Big Sisters of Miami School-to-Work Mentoring Program, celebrating five years this school year. Once a month, County employees mentor high school students in the workplace, providing meaningful interaction and introduction to the workplace and careers within Miami-Dade County. These mentorships are at locations in downtown Miami (SPCC, Overtown Village and Hickman), Aviation, Corrections and Rehabilitation, Police and Fire Rescue Departments. There are 70 students and County employees participating in the program during the current 2018-2019 school year.
- Recruitment and Internal Placement has reviewed the Business Process Flow Charts with our HR Business Analyst in preparation of Enterprise Resource Planning (ERP) PeopleSoft implementation.
- The Division launched the Frontline Leadership Development Program in August 2016 and continues to provide the training, focusing on County employees in non-management positions who provide direct services to the residents and visitors of Miami-Dade County. This program has been tailored to provide employees with tools that will enhance/increase their ability to meet the unique challenges in the workplace and provide a development opportunity for County employees. The program focuses on four leadership competencies including Customer Service, Communication, Problem Solving and Technical Credibility and Continual Learning. Over 5,300 employees have been trained.

Priority Initiatives of Recruitment, Testing & Career Development

- Hire qualified candidates to fill County positions within 60 days or less;
- Conduct employee trainings (in-house and contracted) and outreach activities (workshops, new hire orientations, career development);
- Develop a Temporary Employment Process and Request for Extension Form in accordance with Office of Inspector General (OIG) audit findings;
- Develop strategic training initiatives designed to assist departments with following appropriate hiring guidelines, and active strategies for filling vacancies expeditiously;
- Develop new employee trainings to address needs of the organization;
- Process new hires (background, medical, I-9, e-Verify);
- Attract new talent, applicant pools (job fairs, internship programs);
- Develop and administer entry level and promotional examinations;
- Create, implement, and update employment policies and procedures in compliance with County, State and Federal legislation.

Special Projects of Recruitment, Testing & Career Development

- Develop tracking mechanism to capture active employees who are deployed to military duty and return to County service for Veterans' Preference consideration in promotional opportunities.
- Develop an automated tracking mechanism to document correspondence to applicants regarding their criminal history background results and subsequent decisions regarding employment as specified in Section 2-31 of the Miami-Dade County Code.



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Unmet Needs for Recruitment, Testing & Career Development

Hire a secretary for the Recruitment and Internal Section (approximate cost \$60,800). This section includes four distinct areas (Recruitment, New Hire Center, Internships, and Internal Placement). The position would provide clerical support for the Manager to include compiling public records requests, managing records retention, tracking buck assignments, back-up for New Hire Center staff, filing departmental correspondence, converting documents into EDMS and other duties, as needed.



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Summary of Unmet Needs

In order to meet the needs of the department and the organization as a whole, it is requested that the following positions and requests be funded for FY 2019-20:

The following charts present the requests for Unmet Needs by Fund and in priority order:

Fund 10 - GENERAL FUND							
DIVISION	POSITION/REQUEST	QTY	PERSONNEL	OPERATING	CAPITAL	RECURRING	PRIORITY
PIM	Hire Administrative Secretary (94) for Payroll & Information Management	1	\$63,700	-	-	Yes	1
Recruitment	Hire Secretary (31) for Recruitment Section	1	\$60,800	-	-	Yes	2
Total General Fund		2	\$124,500	\$0	\$0		\$124,500

Fund 30 - HUMAN RIGHTS & FAIR EMPLOYMENT PRACTICES							
DIVISION	POSITION/REQUEST	QTY	PERSONNEL	OPERATING	CAPITAL	RECURRING	PRIORITY
HRFEP	CHR Specialists (Investigators) (639)	2	\$202,200	-	-	Yes	1
HRFEP	HRFEP Specialist (Investigator) (639)	1	101,000	-	-	Yes	2
HRFEP	Hire HR Support Services Specialist (452) for intake of discrimination complaints	1	67,300	-	-	Yes	3
Total Human Rights & Fair Employment		4	\$ 370,500	\$ -	\$0		\$370,500



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Priority Initiatives

- Provide timely and accurate information regarding employee benefits and affordable health insurance for County employees and their families.
- Negotiate, interpret and administer ten collective bargaining agreements.
- Process bi-weekly County payroll with 99% accuracy.
- Resolve discrimination complaints through investigation and dispute resolution.
- Hire qualified candidates to fill County positions within 60 days or less.

Future Outlook

Once the County begins to rapidly deploy some aspects of ERP, 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 additional funding necessary to staff its operations and support this initiative without significantly impacting the Department's ability to execute its business plan. It is expected that the funding will be drawn from the Countywide ERP.

The initiatives outlined in this plan require effective technology tools. Success depends largely on the funding these costs and availability of these tools, and the capacity of ITD to support applications.

The Division of HRFEP 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.



ATTACHMENT 1

Business Plan Report – Active Strategy



HR PERFORMANCE MEASURES FY 2017-18

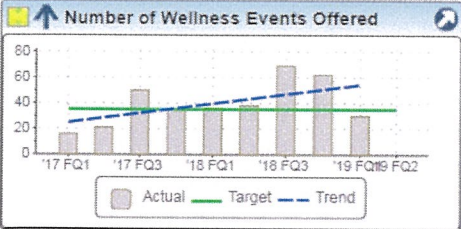
Count	Initiative/Measure	Division	Q1	Q2	Q3	Q4	Total	Avg.	Target/ Qtr	Met Goal	Included in Budget Narrative?
1	Provide Financial Planning Seminars	Benefits	12	15	14	24	65	16	12	Yes	Yes
2	No. of employees at Wellness Events	Benefits	-	1,638	1,782	1,950	5,370	1,343	700	Yes	No
3	No. of employees who completed Personal Health Assessments	Benefits	155	1,279	437	283	2,154	539	269	Yes	Yes
4	No. of employee Wellness Events	Benefits	36	38	69	62	205	51	35	Yes	Yes
5	Cases resolved through successful mediation	HRFEP	3	14	10	13	40	10	13.5	No	Yes
6	Cases mediated	HRFEP	5	21	16	21	63	16	18	No	Yes
7	Case resolutions	HRFEP	50	63	68	119	300	75	75	Yes	Yes
8	Number of employees trained	HRFEP	401	321	981	1,174	2,877	719	1,250	No	Yes
9	HRFEP Specialized Training Sessions	HRFEP	1	2	3	14	20	5	2	Yes	No
10	No. of External Outreach Events	HRFEP	-	20	17	7	44	11	3	Yes	Yes
11	% of Collective Bargaining Grievances (Step 4) resolved prior to arbitration	Labor & Comp.	21%	50%	40%	33%	N/A	36%	50%	No	Yes
12	% of physical results processed within 5 working days	Labor & Comp.	87%	93%	93%	92%	N/A	91%	90%	Yes	Yes
13	Accuracy of HR Payroll & Paycheck Processing	PIM	99.42%	99.40%	99.27%	99.34%	N/A	99.36%	98.00%	Yes	Yes
14	Maintain post training effectiveness (customer satisfaction)	Recruitment	100%	99%	99%	100%	N/A	100%	95%	Yes	No
15	Number of training sessions attended by HR employees	Recruitment	26	30	48	30	134	34	30	Yes	No
16	Post training effective evaluation within 6 months after training is completed	Recruitment	87%	92%	86%	84%	N/A	87%	70%	Yes	No
17	Total number of employees trained (facilitated by HR)	Recruitment	4,332	6,446	4,151	3,199	18,128	4532	1,800	Yes	Yes
18	Shorten the employee recruitment period to 60 days	Recruitment	84	54	48	35	221	55	60	Yes	Yes
19	Number of Applicants Scheduled for Examination	Recruitment	3,062	88	2,742	10,773	16,665	4166	-	N/A	No
20	Test Reliability	Recruitment	93%	76%	82%	91%	N/A	86%	70%	Yes	No
21	Number of Test Sessions Conducted	Recruitment	43	29	14	34	120	30	20	Yes	No
22	Number of Tests Developed	Recruitment	4	6	9	12	31	8	4	Yes	No

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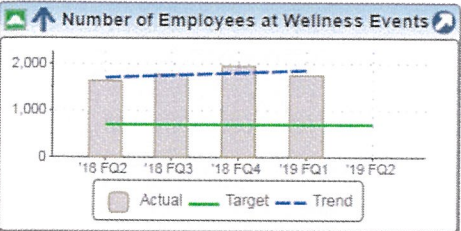
Scorecard		Description					Owners	
Human Resources							Cuellar, Arlene	
1.0 Customer								
Objective		Description					Owners	
Provide departments with qualified personnel							Cuellar, Arlene	
Grandparent Objectives		Description					Owners	
GG2 Excellent, engaged workforce							Miami-Dade County	
Parent Objectives		Description					Owners	
GG2-1 Attract and hire new talent							Miami-Dade County	
GG2-4 Provide customer-friendly human resources services							Miami-Dade County	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners	
Percentage of Physical Results Processed within 5 Working Days			'19 FQ1	91%	90%	1%	Edwards, Michael (HR); Perez, Grettel (HR); Thomas-Stacey, Toni S. (HR)	
Shorten the employee recruitment period to 60 days			'19 FQ1	50	95	45	Horton, Kathy (HR), Gonzalez, Daniel	
Objective		Description					Owners	
Align workforce with organizational priorities through grievances, appeals, and complaint resolution							Brown, Chamona E. (HR)	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners	
Percentage of collective bargaining grievances at step four that are resolved prior to arbitration.			'19 FQ1	40%	40%	0%	Edwards, Michael (HR); Thomas-Stacey, Toni S. (HR); Brown, Chamona E. (HR); Perez, Grettel (HR)	
Objective		Description					Owners	
Develop and rollout programs to motivate employees							n/a	
Parent Objectives		Description					Owners	
GG2 Excellent, engaged workforce							Miami-Dade County	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners	
Provide Financial Planning Seminars			'19 FQ1	12	12	0	Gonzales, Dan (HR); Ramirez-Lapp, Susana B. (HR)	
Objective		Description					Owners	
Improve the overall skills of the workforce to support County priorities							Ledesma, Mari (HR)	
Grandparent Objectives		Description					Owners	
GG2 Excellent, engaged workforce							Miami-Dade County	
Parent Objectives		Description					Owners	
GG2-2 Develop and retain excellent employees and leaders							Miami-Dade County	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners	
Total number of employees trained (facilitated by HR)			'19 FQ1	3,536	1,800	1,736	Mullings, Andrew; Valdes, Reinaldo (HR)	
Maintain post training effectiveness (percent of customer satisfaction)			'19 FQ1	100	95	5	Mullings, Andrew; Valdes, Reinaldo (HR)	
Post training effective evaluation within six months after training is completed			'19 FQ1	85%	70%	15%	Mullings, Andrew; Valdes, Reinaldo (HR)	
Objective		Description					Owners	
Reduce Healthcare Cost							Adderley, Desiree (HR)	
Measures Linked to Objective			Period	Actual	Target	Variance	Owners	
Number of Wellness Events Offered			'19 FQ1	30	35	-5	Adderley, Desiree (HR)	

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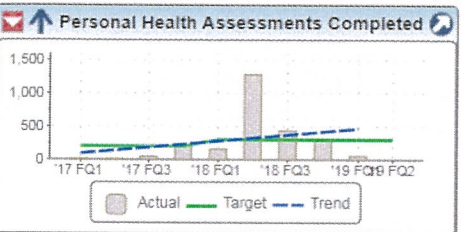
Business Plan Report - Human Resources



Number of Employees at Wellness Events '19 FQ1 1,755 700 1,055 Adderley, Desiree (HR)

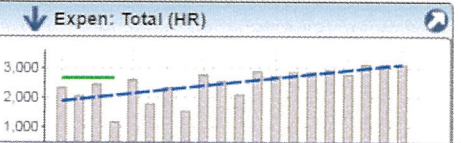


Personal Health Assessments Completed '19 FQ1 56 300 -244 Adderley, Desiree (HR)



2.0 Financial




Objective	Description				Owners
Meet Budget Targets (Human Resources)					Cuellar, Arleene
Grandparent Objectives	Description				Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs					Miami-Dade County
Parent Objectives	Description				Owners
Meet Budget Targets (All Miami-Dade County)	This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs."				Moon, Jennifer (OMB)
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Positions: Full-Time Filled (HR)	'19 FQ1	107	117 (100 - 117)	-10	Cuellar, Arleene
Expen: Total (HR)	'18 FQ4	\$3,106K	n/a	n/a	Cuellar, Arleene



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<div> <div> <div>0</div> <div>'14 FQ1</div> <div>'15 FQ1</div> <div>'16 FQ1</div> <div>'17 FQ1</div> <div>'18 FQ1</div> <div>'18 FQ4</div> </div> <div> <div>Actual</div> <div>Target</div> <div>Trend</div> </div> </div>							
Child Measures		Period	Actual	Target	Variance	Owners	
Expenditure: Capital (HR)		'18 FQ4	\$10K	\$0K	\$-10K	Cuellar, Arleene	
Expenditure: Charges for County Services (HR)		'18 FQ4	\$82K	\$129K	\$-47K	Cuellar, Arleene	
Expenditure: Court Costs (HR)		'18 FQ4	\$0K	\$0K	\$0K	Cuellar, Arleene	
Expenditure: Depreciation, Amortization, Depletion (HR)		'18 FQ4	\$0K	\$0K	\$0K	Cuellar, Arleene	
Expenditure: Contractual Services (HR)		'18 FQ4	\$1K	\$8K	\$-7K	Cuellar, Arleene	
Expenditure: Debt Service (HR)		'18 FQ4	\$0K	\$0K	\$0K	Cuellar, Arleene	
Expenditure: Distribution of Funds in Trust (HR)		'18 FQ4	\$0K	\$0K	\$0K	Cuellar, Arleene	
Expenditure: Grants to Outside Organizations (HR)		'18 FQ4	\$0K	\$0K	\$0K	Cuellar, Arleene	
Expenditure: Personnel Costs (HR)		'18 FQ4	\$2,937K	\$2,871K	\$66K	Cuellar, Arleene	
Expenditure: Reserves (HR)		'18 FQ4	\$0K	\$0K	\$0K	Cuellar, Arleene	
Expenditure: Transfers Out (HR)		'18 FQ4	\$0K	\$0K	\$0K	Cuellar, Arleene	
Expenditure: Other Operating (HR)		'18 FQ4	\$76K	\$48K	\$28K	Cuellar, Arleene	
Expenditure: Intradepartmental Transfers (HR)		'18 FQ4	\$0K	\$0K	\$0K	Cuellar, Arleene	

3.0 Internal

Objective	Description					Owners
Improve and streamline processes	Improve and streamline processes					Cuellar, Arleene
Grandparent Objectives	Description					Owners
GG2 Excellent, engaged workforce						Miami-Dade County
Parent Objectives	Description					Owners
GG2-4 Provide customer-friendly human resources services						Miami-Dade County
GG4 Effective management practices						Miami-Dade County
Measures Linked to Objective		Period	Actual	Target	Variance	Owners
Accuracy of HR Payroll and Paycheck Processing		'19 FQ1	99.36%	98.00%	1.36%	Cuellar, Arleene; Clodfelter, Joy (HR)
Child Measures		Period	Actual	Target	Variance	Owners
Average number of checks issued per pay period		'14 FQ2	28,491	33,000	-4,509	Cuellar, Arleene; Clodfelter, Joy
Average number of payroll errors per pay period		'14 FQ2	176.00	660.00	484.00	Cuellar, Arleene; Clodfelter, Joy

4.0 Learning and Growth

Objective	Description				Owners
Improve the overall skills of the H.R. workforce to support County priorities					n/a
Grandparent Objectives	Description				Owners
GG2 Excellent, engaged workforce					Miami-Dade County
Parent Objectives	Description				Owners
GG2-2 Develop and retain excellent employees and leaders					Miami-Dade County
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of training sessions attended by H.R. employees	'19 FQ1	37	30	7	Valdes, Reinaldo (HR); Mullings, Andrew

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