



Human Resources Business Plan

Fiscal Years: 2022 and 2023*

(10/1/2021 through 9/30/2023)

Approved by:

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

Arleene Cuellar, Department Director

2/9/2022

Date

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

Edward Marquez, Chief Financial Officer

Date

Plan Date: February 9, 2022

****This is an updated business plan for Fiscal Years 2021-22 and 2022-23. It incorporates any changes made necessary by the adoption of the FY 2021-22 budget, as well as other significant operational adjustments made since the original version of this plan was completed and signed.***



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DEPARTMENT OVERVIEW

Department Mission

The mission of the Human Resources Department is to support the goals and objectives of Miami-Dade County while properly balancing the needs of our employees, business partners and residents.



Table of Organization

	<p><u>OFFICE OF THE DIRECTOR</u> Formulates human resources, fair employment and human rights policy; oversees all departmental activities, including oversight of the Office of HR Business Systems and the Office of Compensation and Job Analysis; manages the implementation of human resources ERP modules, which will advance enterprise capabilities and modernize current business practices Countywide through the Office of Business Systems; maintains and administers the County's Pay Plan, conducts classification job analysis, reviews reclassification requests, and establishes/eliminates County positions through the Office of Compensation and Job Analysis</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 12 21</p>
	<p><u>PERSONNEL, TIME AND ATTENDANCE</u> Processes payroll, time and attendance transactions for all County employees; provides reporting and business intelligence functionality for personnel related issues; and facilitates ERP system implementation</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 36 35</p>
	<p><u>LABOR RELATIONS AND EMPLOYEE RECORDS</u> Plans, negotiates and administers all County collective bargaining agreements; manages and oversees all policies and practices related to discipline, grievances and appeals; manages employee personnel and medical records</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 19 11</p>
	<p><u>BENEFITS ADMINISTRATION</u> Administers all group health, dental, vision, life and optional life policies; manages retiree and leave of absence accounts; administers the pre-tax spending accounts, FRS and deferred compensation plans and employee recognition and wellness programs; provides counseling, assessments and referrals for substance abuse or other employee assistance needs</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 26 27</p>
	<p><u>RECRUITMENT, TESTING, AND CAREER DEVELOPMENT</u> Assists departments in recruitment and selection of qualified job applicants through the development, administration and validation of competitive recruitment methods, including examinations; provides centralized employment services and administers the County's internships and training programs</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 26 25</p>
	<p><u>HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES</u> Manages and oversees all policies and practices related to equality and anti-discrimination for County employees and residents of Miami-Dade County and provides support to the Commission on Human Rights</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 11 13</p>
	<p><u>FINANCE AND ADMINISTRATION</u> Manages and oversees the financial transactions related to Countywide payroll functions, and provides department-wide administrative support in the areas of emergency planning, procurement, budget, fiscal management, and business planning</p> <p><u>FY 20-21</u> <u>FY 21-22</u> 0 11</p>

The FY 2021-22 total number of full-time equivalent positions is 143.



Our Customer

Our most important customers are our employees. We strive to provide quality services at all stages of an employee's lifecycle with Miami-Dade County. The Human Resources Department (HR) also works with all County departments, union representatives, the County Attorney's Office, the Florida Retirement System, the U.S. Equal Employment Opportunity Commission and the Florida Commission on Human Relations. HR also provides services to County residents seeking employment and investigates complaints of discrimination under federal, state and local laws.

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.

In FY 2021-22, the number of employees in the department increased from 134 to 143 positions. The increase of the positions is directly related to the following:

1. In FY 2020-21, a Personnel-Payroll Technician position was requested as overage. It was approved as an enhancement for FY 2021-22 to ensure accurate and timely processing of payroll transactions related to workers' compensation/disability funded by the Insurance Trust Fund.
2. In FY 2020-21, five temporary overages for two Shared Services Specialist positions and three Shared Services Analysts positions were requested as overages. These positions were subsequently approved as enhancements for FY 2021-22 to backfill resources assigned to the INFORMS project to ensure continuity of HR operations.
3. In FY 2020-21, one Clinical Support Services Specialist position for the Benefits Administration and Employee Support Services Division was requested as overage. It was approved as an enhancement for FY 2021-22 to address the increased demand of services in this area.
4. FY 2021-22 included the addition of two Human Rights and Fair Employment Specialist positions which were approved as enhancements.

The HR Department also has 13 in-stationed employees (11 positions funded by the Department of Transportation and Public Works (DTPW) and two positions funded by the Water & Sewer Department).



Strategic Alignment Summary

In order to deliver excellent public services, the County relies on internal support services, such as those provided by Human Resources that take place “behind the scenes” but are essential to the overall function of County government. Below is a list of the General Government Strategic Plan goals and objectives that are supported by the department's most important activities.

GG1-1: Provide easy access to information and services

- Provide training to Department Personnel Representatives (DPRs) and personnel who handle similar DPR functions to improve competency and strategic thinking. Due to the COVID-19 pandemic, employee training is being delivered using a virtual platform.
- Provide comprehensive, accurate and timely responses to requests for information. (Department)
- Design healthcare programs to target at-risk employees by offering a free online Health Risk Assessment (HRA) and online 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)
- The County has adopted disease management programs which 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)
- Use employee satisfaction surveys to gain insight about employee and retiree areas for improvement (e.g. Provider networks and open enrollment). (Benefits Administration)
- Implement standardized progressive discipline guidelines for all County departments. (Labor Relations)
- Develop comprehensive Office of Compensation & Job Analysis training for departmental human resources staff, and other employees, to educate them on job analysis criteria, organizational structures and wage and salary administration issues. (Office of Compensation & Job Analysis)
- Participate in the County's Addictions Services Board to develop strategies to positively impact and develop intervention, prevention and treatment services countywide which target the substance use epidemic that affects both County employees, as well as the community as a whole. (Benefits Administration)
- 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)
- Continue efforts to provide information, guidance and educational resources to our residents, including traditionally underserved and vulnerable groups, low-income



residents, and people with limited English proficiency, to promote awareness of human rights issues, anti-discrimination laws and the services offered by HRFEP. (Human Rights & Fair Employment Practices)

GG2-1: Attract and hire new talent

- 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)
- Attract and retain employees so that the average recruitment time does not exceed 60 days. (Recruitment, Testing & Career Development)
- Offer attractive and competitive compensation and benefits packages to attract, recruit and retain the best talent.
- Collaborate with Career Source of South Florida and Miami-Dade Community College to coordinate and host monthly Job/Career Fairs throughout Miami-Dade County.

GG2-2: Provide employee development and leadership

- Develop collective bargaining proposals that support the County's strategic goals. (Labor Relations)
- Ensure employees complete the mandatory Keys to Unlocking County Services which is an integral component of the Mayor's No Wrong Door Initiative. (Recruitment, Testing & Career Development)
- Coordinate trainings as requested by the departments. Due to the COVID-19 pandemic, all trainings are being conducted virtually. (Recruitment, Testing and Career Development)
- 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. (Personnel, Time and Attendance and Office of HR Business Systems)
- Ensure employees complete online Ethics Training, pursuant to Board of County Commissioners' action. (Recruitment, Testing & Career Development)
- Continue to facilitate internal placement or transition from County service and assist in managing department workforce reorganizations. (Recruitment, Testing & Career Development)
- Improve health in the workplace and create a measurable wellness program to improve employees' health, wellbeing and morale. (Benefits Administration)
- Educate County employees on financial resources available to assist them in long-term financial and retirement planning. (Benefits Administration)
- Enhance methods to track wellness events participation and outcomes, such as:
 - employee participation in preventive screening or wellness challenges;



- self-reported activities e.g., 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 related to their bio-metrics.
- (Benefits Administration)
- Provide and coordinate employee development initiatives and report the number of employees trained each year. (Recruitment, Testing & Career Development)
- Expand HR self-service functions by implementing expanded online training and registration, address changes, W-4 changes, drivers' licenses tracking, electronic discipline templates and the employment eligibility verification form (1-9) tracking. (Recruitment, Testing & Career Development, Labor Relations and Personnel, Time and Attendance)
- Develop and implement a user friendly Electronic Medical Records system within the Employee Assistance Program to streamline access to services and support for employees struggling with personal issues that affect their performance on the job. (Benefits Administration)
- Maintain 99% of accuracy in paycheck processing. (Personnel, Time and Attendance Division).

GG2-3: Ensure an inclusive and diverse workforce

- Investigate and resolve complaints filed under the County's anti-discrimination ordinance in a timely manner and provide employees with a means to have discrimination cases resolved through appeal hearings and mediation, where appropriate. (Human Rights & Fair Employment Practices)
- Continue to expand and enhance the "Diversity Matters" program to emphasize the importance of equality, diversity and inclusion in County workplaces. (Human Rights & Fair Employment Practices)
- 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. (Human Rights & Fair Employment Practices)
- Expand the current employee training curriculum by developing specialized courses on topics such as Eliminating Bias, Bystander Intervention and Retaliation Prevention, which research shows are key tools in the prevention of workplace discrimination and harassment (Human Rights & Fair Employment Practices)
- Identify and eliminate barriers to career development for inclusion at all levels and classifications and promote bias-free workplaces. (Human Rights & Fair Employment Practices)
- 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 2021-22. (Human Rights & Fair Employment Practices)



- Develop **Ability305 Program** to target the needs of individuals with disabilities and provide opportunities for employment. Train departments on how best to identify and create these employment opportunities. (Human Rights & Fair Employment Practices)

ES1: Promote cohesive engaged communities

- 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)
- Create and facilitate outreach events regarding specialized topics for the community to ensure they are aware of their rights and responsibilities under anti-discrimination laws and to ensure a more healthy, kind and successful community. (Human Rights & Fair Employment Practices)



KEY ISSUES

- Analyze the impacts to personnel as it relates to the creation and implementation of the new Constitutional Offices.
- Develop innovative strategies that address challenges in attracting, recruiting and retaining talent in an increasingly competitive job market.
- Continue to develop collective bargaining proposals that support the County's strategic goals and are economically sustainable.
- Analyze and develop viable and sustainable healthcare options for Plan Years 2023-2026.
- Implementation of INFORMS to streamline and improve the functionality and efficiency of Human Resources systems, such as payroll, recruitment, training, and personnel matters, etc.
- 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, recruitment and compensation best practices, and improved performance evaluation criteria.
- Continue to work with departments to resolve discrimination and harassment complaints at the lowest level possible and ensure employees can work in safe, respectful and inclusive environments.
- Expand diversity-related employee training and public education and outreach programs, as part of an ongoing effort to prevent and eliminate unlawful discrimination and harassment in County workplaces and the entire community.



HR Key Operational Indicators (Annual)	
Average Bi-weekly Payroll	\$94 Million
Average Number of Bi-weekly Payroll Checks	30,353
Employees Trained in FY 2020-21 - Led by Instructor	3,835
Training in FY 2020-21 - Completed Online	32,566
Training in FY 2020-21 - Ethics	26,749
Employees Trained in FY 2020-21 - Diversity and Anti-Harassment	1,901
Residents Trained in FY 2020-21 - Diversity and Anti-Harassment	890
Public Records Requests in FY 2020-21 - requests to view or copy personnel records	593

Milestone Achievements

The Human Resources and the Information Technology departments successfully implemented:

- The ratification of the 2020-2023 Collective Bargaining Agreements for:
 1. Police Benevolent Association Rank and File
 2. Police Benevolent Association Law Enforcement Supervisory
 3. IAFF 1403 Fire Fighter Employees
 4. GSAF Supervisory
 5. GSAF Professional
 6. AFSCME 199 General Employees
 7. AFSCME 1542 Aviation Employees
 8. AFSCME 3292 Solid Waste Employees
 9. TWU Local 291 employees
 10. AFSCME 121 Water and Sewer Employees
- In FY 2020-21, developed and implemented Keys to Unlocking County Services training which is an integral component of the Mayor's No Wrong Door Initiative. From its launch in October 2021 through January 2022, 58% of the workforce has completed the training.



- Developed and implemented procedures and programming related to Resolution R-1002-21, adopted by the Board of County Commissioners, granting up to 80 hours of paid sick leave for COVID-19 related reasons.
- In response to Mayor's directive, coordinated and collaborated with the Miami-Dade Fire Rescue, Nomi Health Services and the Information Technology Department to launch weekly COVID-19 testing policy and program for non-bargaining, unvaccinated employees.
- Developed Telecommuting Policy (Administrative Order 7-46) to provide guidelines for employees on alternative work arrangements, specifically telecommuting and flexible work schedules.
- In FY 2019-2021, 12 students participated in the year-round internship.
- The department will continue to provide outreach to local colleges and universities through participation in career and employment fairs as soon as the threat of COVID-19 has dissipated. This is designed to engage youth and community at large to explore employment opportunities with Miami-Dade County.
- Transitioned from in person training to virtual New Employee Orientation training for all new hires.
- Provided Frontline Leadership Development Program – The program focuses on four leadership competencies including Customer Service, Communication, Problem Solving and Technical Credibility and Continual Learning.
- Provided Supervisory Leadership Development Program.
- In FY 2020-21, the Department coordinated and ensured compliance of the mandatory Ethics training with 92.5% completion countywide.
- In FY 2020-21, the time to complete recruitment was approximately 49 calendar days.
- As part of a holistic approach to the prevention of discrimination and harassment in the County, the Department continued 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.
- In FY 2020-21, the Commission on Human Rights Section of the Human Rights and Fair Employment Practices Division trained 887 County residents on Civility and Respect within the Community, Sexual Harassment Prevention, and Tackling Racial Bias. In FY 2020-21, the Commission on Human Rights Section of the Human Rights & Fair Employment Practices Division obtained \$250,000 in settlement benefits for claimants through its mediation program.



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 timely investigation and dispute resolution.
- Identify policy changes and innovative strategies to reduce the overall recruitment lifecycle.
- Implement an enterprise solution for Human Resources that will become the system of record for all HR and Payroll transactions.



Effects of COVID-19 on Human Resources Department

- The Personnel, Time and Attendance Division has experienced a significant increase in the number of time and attendance transactions related to COVID-19.
- New programming was developed to address Resolution R-1002-21, adopted by the Board of County Commissioners, granting up to 80 hours of paid sick leave for COVID-19 related reasons. The Department has continued to support COVID-19 related job activities such as planning and logistics.
- Developed a **Mandatory COVID-19 Testing Program** and policy. Coordinated and collaborated with the Miami-Dade Fire Rescue, Nomi Health Services and the Information Technology Department to launch weekly testing program for non-bargaining, unvaccinated employees.
 - Developed survey tool to allow employees to voluntarily self-identify and report vaccination status in order to opt-out of mandatory testing program. (Non-Bargaining Unit employees only).
- Provided guidance to all departments regarding COVID-19 protocols related to isolation and quarantine. FAQs on Employee COVID-19 issues readily available to all employees on the County's employee portal.
- Continued the use of virtual tools to conduct recruitment, training, employee counseling and wellness efforts. All employees except for those in the Records Section in Personnel, Time and Attendance Division and the New Hire Section in Recruitment, Testing & Career Development Division have transitioned to a hybrid work model.
- The Labor Relations and HRFEP Divisions have coordinated with departments and Jackson Health System the return-to-work process when employees have tested positive for COVID-19 or have had exposure.
- The Recruitment, Testing and Career Development has adjusted the way business is conducted as a result of the pandemic:
 - Career Development continues to conduct virtual trainings. All training materials have been modified to ensure audience engagement and participation.
 - Testing and Validation continues to adhere to CDC guidelines during test administration to ensure the safety of applicants and staff.
 - This required multiple testing sessions to accommodate smaller groups of candidates and to ensure adequate distancing and adherence to safety protocols.



- The New Hire Center continues to conduct fingerprint-based background screening which requires in person processing.
 - Additional safety measures have been implemented to ensure social distancing and sanitation of equipment after each applicant.



OVERVIEW OF THE DIVISIONS IN HUMAN RESOURCES

Office of the Director

The Director's Office provides leadership, direction and support to the six divisions in human resources and provides oversight for two additional sections or “offices”:

- 1) Office of HR Business Systems and
- 2) Office of Compensation and Job Analysis

The following is a brief summary of the duties performed by the Office of the Director.

- Directing policy related to benefits administration, labor relations, compensation, recruitment, payroll, and human rights and fair employment practices.
- Reviewing and updating human resources policies and procedures, including administrative/implementing orders.
- Coordinating countywide emergency planning activities to provide disaster assistance employees.
- Providing guidance to departments on human resources policies and procedures.
- Providing oversight for implementation of human resources system upgrades and technology solutions.
- Submitting agenda items, including updates to Leave Manual and Pay Plan.
- Providing human resources training to Department Personnel Representatives (DPRs) and other HR employees.
- Coordinating response to public records requests.

Office of HR Business Systems

The Office of HR Business Systems has thirteen employees who have been closely collaborating with the Information Technology Department (ITD) and Accenture (the County's ERP Integrator) to design, test and implement various Human Capital Management (HCM) and Payroll modules of the Enterprise Resource Planning Solution (ERP), known as **INFORMS**. This implementation phase of INFORMS, known as Rollout 2, will advance enterprise capabilities by replacing HR legacy applications, modernizing current HR business practices, and providing seamless integration with existing Finance, Supply Chain, and Budget modules. It will also enhance HR's ability to meet its customers' expectations for services. INFORMS Rollout 2 which will become the system of record, is scheduled to go-live in June 2022.



The implementation will include changes in current business processes, implement Oracle products with minor customization, and enable workflows to satisfy the County's business and technical requirements. The implementation for the HCM System is scheduled to go live June 2022.

Priority Initiatives of Office of HR Business Systems

- Successfully implement INFORMS Rollout 2, with minor customizations, in June 2022.
- Collaborate with the change management team with the development of training and communications for the workforce.

Office of Compensation & Job Analysis

The Office of Compensation & Job Analysis section reports directly to the Director and maintains and administers the County's Pay Plan, conducts classification job analysis and reclassification reviews, develops minimum qualifications for job postings, conducts salary surveys, and establishes and eliminates County positions.

Priority Initiatives of Office of Compensation & Job Analysis

- Review department reorganizations, individual reclassification actions, and job classification duties.
- 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.
- 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 Office of Compensation & Job Analysis

- Automation of various procedures, including reclassification work-flow submittal process, reclassification work log, and job specifications.
- Coordinated the collection and analysis of job specifications from departments as part of the new County's Comprehensive Job Specification Project.
- Developed Job Specification Writing Training Module to train departments on how to write effective job specifications and descriptions.
- Collaborated with the IT Department to the review and complete an in-depth review of IT classifications (ITD Study), which encompassed reviewing over 60 IT classifications,



consolidation recommendations of classifications, and determining new compensation levels and titles.

- Completion of minimum qualification requirement studies of countywide classifications which required work experience and for which recommendations were implemented to allow college education to substitute for work experience.
- Conduct ongoing review and analysis of lower compensated county classifications versus a starting hourly rate of \$15 minimum wage criteria.
- Identify salary compaction issues with adopting increase in minimum hourly rate.
- Directed the review of professional classifications requiring a college degree to determine if work experience may substitute for the requisite college degree.
- Oversaw the review, analysis and recommendations and completion of the Human Resources classification study and its corresponding personnel classifications.
- Completion of the Parks, Recreation and Open Spaces (PROS) Manager classification series study review.
- Development of specific training for Department Personnel Representatives, department leadership and countywide comprehensive classification review.

Unmet Needs in Office of Compensation and Job Analysis

The Department is planning to purchase and implement a Job Description Management software application that will improve the efficiency and timeliness in writing, editing and maintaining job descriptions and specifications.

Estimated cost: \$6,000 for set-up and implementation; License: \$73,000/year



Benefits Administration and Employee Support Services

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

The Division also provides support to benefit plan administrators and departments on a variety of benefit and wellness programs such as Wellness Works, healthcare, dental, vision, flexible spending accounts, life insurance, and other supplemental benefits. The Division provides support to administrators of county-sponsored 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 (See Attachment 2). 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 addition, the Benefits Administration Division will continue to promote cost savings initiatives across benefit programs that include the use of AvMed's onsite wellness coaches, Smart Shopper, MD Live - Virtual Visits, Best Doctors, WellnessWorks and HealthyRoads, increased wellness fair health screenings, health and financial wellness workshops and related activities.

Following cost savings initiatives in 2022, the Benefits Administration Division added SWORD Health program, which provides **virtual physical therapy services** for employees and their covered family members enrolled in the County's health plans. The program provides savings to employees as it does not require copayments for visits. SWORD also provides savings to the County as it provides more accessible musculoskeletal (MSK) care to employees' while treating major MSK issues. It also mitigates the need for surgeries and costly treatments, therefore, lowering claims cost to the County.



Priority Initiatives in Benefits Administration

- Administer employee benefits programs, such as medical, dental, vision, life insurance, as well as other supplemental benefit plans.
- Conduct annual open enrollment of health and various supplemental benefits.
- Ensure the County's benefits programs comply with federal and state legislation.
- Develop and implement business rules and procedures connected to the administration and programming required for the implementation of and renewed benefit plans, or policy changes, and government mandates affecting employee benefits.
- Provide in-depth counseling sessions for prospective retirees, as it relates to the Florida Retirement System, deferred compensation, medical, dental, life and accumulated leave payments to ensure a smooth transition from active employment to retirement.
- Participate in procurement efforts of various benefits-related contracts: health, vision, dental, life insurance, benefits consulting, legal, short-term and long-term disability, deferred Office of Compensation & Job Analysis, and flexible spending accounts.
- Coordinate and host wellness events to improve health and wellness to contain and reduce healthcare costs.
- Provide customer service functions to assist employees in understanding their benefits; provide support to department HR liaisons; respond to benefits inquiries and complaints to ensure prompt, equitable and courteous resolution.
- Maintain communications materials and develop new online materials 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.
- Oversee adherence of vendor performance guarantees and internal metrics to improve the delivery of customer service functions.
- Continually develop ongoing cross-training sessions with the Benefits Administration team.
- Conduct informational workshops for retirees beginning January 2022 to be held on a quarterly basis.
- Work with contracted vendors to continue to make improvements to employee benefit offerings while in the most cost-effective manner possible.



Employee Support Services Section

The Employee Support Services (ESS) section includes the Employee Assistance Program (EAP), the Wellness Program and the Employee Engagement Program. The section provides streamlined health services that will reduce costly direct services and increase early intervention and prevention strategies to educate employees on healthy pursuits before they become problems. ESS will explore technological upgrades, such as online training, to reach a wider segment of employees and address the proliferation of mental health and substance abuse problems Countywide.

Priority Initiatives of ESS

- Provide quality services to improve employee health and overall wellbeing and support employees struggling with personal health and wellness issues that affect their ability to optimally function within the workplace.
- Evaluate and explore options for meeting the continued increase in need for EAP services and emotional wellness support. EAP support services have seen a 325 % increase for calendar year 2020-21, and an average rolling increase of 300% year over year since FY18-19.

Employee Assistance Program (EAP)

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

- Improve productivity and employee retention
- Reduce ongoing healthcare costs
- Minimize legal liability
- Provide education and resources
- Provide and coordinate clinical crisis management referrals

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.



- Prepare an RFQ to identify and hire an outside vendor to provide managed behavioral health services (short-term counseling network, utilization management, etc.) to handle common and simple diagnoses. The effective use of a short-term program could reduce the number of mental health and substance abuse counseling claims.
- The Electronic Medical Records system is being developed in collaboration with ITD to provide a records system to assist the EAP clinical and administrative team with enhanced medical records and reporting capacity. This system will provide for more robust reporting and evaluation of trending and utilization measures. This project began development in collaboration with ITD over FY 20-21 and will continue in FY 2021-22.
- 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.

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 the Wellness Program

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



- Maintain the Wellness Works online portal and HR Wellness page; monitor Wellness Works program in collaboration with AvMed and prepare monthly wellness newsletters.
- Monitor 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.

Employee Engagement Section

Employee Engagement is at the heart of our Employee Benefits Programs and its focus includes three established programs:

- The IDEA Rewards/ ESP Program (A.O. 7-8)
- Employee Recognition Programs (A.O. 7-30)
- Service Awards Program
- 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 and Educational Fairs. Departmental recognition and appreciation efforts are supported as well. Many of the programming has been accomplished using virtual technology.

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.
- Recognize employee milestones with service pins, plaques and milestone bonuses.
- 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

- Continue to introduce new programming to engage employees with potential online peer-to-peer recognition program and additional events, including family friendly opportunities for employee appreciation.



- On October 16, 2021, HR launched ITHRIVE, a new employee engagement initiative where employees directly participate by sharing stories about great service and positive experiences. The landing page and site have been evolving to accommodate the participation of both employees and department leadership with social media kudos and well-developed stories that are archived as a resource and history for employees to acknowledge and celebrate. Plans to bring additional employee recognition opportunities together on this hub are also underway.
- Continue to host Croquetas with Cava, a new employee engagement initiative which provides the Mayor the opportunity to connect with employees from all departments in a quarterly informal breakfast event.
- Refresh current program guidelines for IDEA Rewards/ESP Program and Employee Recognition Programs.
- Collaborate with IT to implement technology to capture, process and track employee submissions and department reviews. Idea Scale was identified as an appropriate solution. In addition to addressing the present needs of the IDEA Rewards/ ESP Program, Idea Scale provides potential solution for ad-hoc engagement by other departments for special priorities/ projects already identified Innovation Academy and some areas with the Thrive 305 initiative.
- Continue to expand outreach and opportunities for employees.
 - Due to the challenges of the pandemic, the program hosted smaller individual-centered outdoor events accessible to multiple departments. The County was divided into three sectors, North, Central and South to bring services closer to employees and featuring a smaller contingent of discount merchants and benefit providers with great results and continued success. These events replaced the larger events popular at the main government hub downtown.
- Develop and administer a countywide survey to assess the level of employee engagement.

Unmet Needs in Benefits and Employee Support Services

Employee Support Services continues to experience a significant and sustained increase in outreach and engagement for EAP services, which comports with the national trend of increased demand for mental health services, especially since the advent of the COVID-19 pandemic. Approval of a HR Clinical Support Services Counselor position (Fund 50) will ensure that vital counseling, evaluation and support services are readily available to employees when needed. Additionally, expansion of education and awareness programs concerning mental health and



emotional wellness will be facilitated with this additional position.

Estimated cost: \$102,800

To support the additional engagement in the EAP's services, management support and information requests, ESS is requesting a full-time HR Services Clerk (Fund 50). Outreach to the EAP has increased ten-fold over the last three fiscal years; from 2,540 in FY 2018-19 to 20,782 in FY 2020-21 due to effective employee engagement campaigns, and increased management consultations. There has also been an exponential increase in phone outreach. In FY 2018-19 total phone outreach totaled 2,876, in FY 2019-20 it more than doubled to 6,400 and in FY 2020-21 it tripled to 20,782. Full-time clerical assistance is necessary to support the increased service demands the program has been experiencing.

Estimated cost: \$63,000.



Labor Relations and Employee Records

The Labor Relations and Employee Records Division is responsible for working collaboratively with the ten bargaining units to negotiate successor agreements.

The Division has successfully negotiated all ten collective bargaining agreements for 2020-2023 contract terms and the contracts have been ratified by the membership and the Board of County Commissioners.

The Division will continue to participate 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.

During FY 2020-21, the Labor Relations Division continued to coordinate Labor Management meetings with union leaders and department directors, as needed. The purpose of the meetings is to improve relations between management and labor, to finalize the implementation of the Countywide Standardized Discipline policy, 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 Memorandum of Understanding (MOUs), as needed.
- Resolve collective bargaining grievances prior to the arbitration hearing.
- Prepare disciplinary executive summaries and findings.
- 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, Career Service Grievances, Name-Clearing Hearings (Probation and Exempt Employees), as per Administrative Order 7-31, Classification and Job Abandonment.
- 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.
- Facilitate and review the American with Disability Act (ADA), Family Medical Leave



Act (FMLA), and Leave of Absence (LOA) extensions 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.).
- Coordinate return to work process for employees who have tested positive for COVID-19.

Special Projects in Labor Relations

- Created curriculum for Disciplinary Action Training for the Supervisory Training Program.
- Conduct research and data analysis on related labor issues.
- Coordinate the development of Countywide Standardized Discipline Guidelines.
- Implement the County's Enterprise Resource Planning (ERP) Discipline Tracking Program.
- Facilitate quarterly grievance meetings between the Miami-Dade Fire Department and the Dade County Association of Firefighters (IAFF Local 1403).
- Coordinate the return-to-work program for employees who test positive for COVID19.

Employee Records Section

The Records Center serves as the central repository of human resources records, including personnel and medical records. The Records Center supports the records management process, from records collection, management, and disposition. The Records Center manages public records requests for information and provides guidance to other departments and agencies related to the management of employee records.

Priority Initiatives in the Records Center

- Personnel and medical records management; custodian of records: includes scanning all documents into employees' electronic folders.
- Respond to public records requests (media, subpoenas, employees and the public).
- Identify and implement Department opportunities for transitioning from paper files to electronic files.



Unmet Need in Labor Relations and Employee Records Division

There are approximately 500 boxes of paper records which need to be properly scanned and indexed into the electronic repository. Four temporary workers (Clerk 2) will be hired to perform the scanning project for two years, which will facilitate the consolidation of HR's physical space from multiple floors in the SPCC and OVT buildings to two floors. Doing this project will negate the need and cost of moving the records.

Estimated Cost: \$163,000/ year



Personnel, Time and Attendance Division

The Division is tasked with one of the department's most critical functions: the generation of the County's \$2.4 billion annual payroll and accurate processing of more than 29,000 employee paychecks on a bi-weekly basis.

The Division must respond quickly when the County and the bargaining units ratify collective bargaining agreements. The recent ratification of the 2020-2023 collective bargaining agreements required implementation of numerous changes to employees' payroll records and also affected non-bargaining employees. Due to the timing of bargaining unit contract ratifications, all payroll changes were staggered, resulting in extensive testing and implementations being done.

Also, the division supports County operations by responding to requests for personnel-related reports.

Priority Initiatives of the Personnel, Time and Attendance Division

- Payroll time and attendance administration - Process payroll and HR transactions for more than 29,000 employees.
- Maintain critical tables and rules which serve as the functional base for the entire HR time and labor, benefits, finance, and payroll system.
- Provide functional/technical support for all human resources information/payroll systems to include PeopleSoft, Time & Leave, and Cognos (reporting tool).
- Create and maintain Standard Operating Procedures manuals for new and established processes and procedures.

Special Projects in Personnel, Time and Attendance Division

- Implement an enterprise solution for Human Resources that will become the system of record for all HR transactions.



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 mandatory diversity training for all County employees. This training program aims to increase awareness and sensitivity to diversity issues and further reinforces the County's efforts to develop inclusive 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/or alternative dispute resolution mechanisms in a timely and efficient manner.
- Develop and implement County diversity policies and programs.
- Advise departments on best practices in equal employment opportunity (EEO), diversity management, and fair employment practices.
- Conduct employee training and public education and 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

- Continue to enhance the certification training program for departmental Fair Employment Practices Liaisons (FEPL).
- Partner with the Mayor's new Office of Diversity and Inclusion and develop new training materials to address the goals for the Mayor's Thrive305 Initiative.
- Continue to disseminate a biannual newsletter regarding new and emerging topics in civil rights, EEO, and diversity management.
- Continue to create outreach events regarding specialized topics for the community to ensure they are aware of their rights and responsibilities under anti-discrimination laws and to ensure a more healthy, kind and successful community.
- Continue the development and implementation of the "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.
- Develop and deliver an online mandatory diversity employee refresher training.
- Partner with the federal Equal Opportunity Commission (EEOC) to develop quarterly public education events ("Lunch n' Learns").
- Develop a communication toolkit for the FEPLs to provide their department's employees with valuable information on the County's anti-harassment policies, fair employment practices, complaint reporting procedures, and training.



Unmet Needs in Human Rights & Fair Employment Practices Division

Develop and deliver mandatory training on Diversity, Equity, Resiliency, and Inclusion Awareness to employees. This triennial training mitigates the County's legal liability and aligns with the Mayor's Thrive305 Initiative on sensitivity training.

Estimated Cost: \$60,000/ year



Recruitment Testing and Career Development

The Recruitment, Testing & Career Development Division is charged with the responsibility of centralized human resource functions 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 skills for day-to-day operations.

The County's aging workforce is retiring in increased numbers and the division is concentrating efforts to fill vacancies with professional human capital to fill the void 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
- Miami-Dade County's College Internship Program
- Big Brothers, Big Sisters
- Miami-Dade County Public Schools Summer Youth Internship Program
- Miami-Dade County Public Schools High School Internship Program

The Mayor's Executive Leadership Program is a longstanding partnership between the County and local universities to provide junior and senior students 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, Miami Dade College, and St. Thomas University.

HR has continued its partnership with Miami-Dade County Public Schools (MDPCS) through its year-round and summer youth internship programs. As we navigated through the pandemic, MDC has begun to host students, where feasible, in County departments. During the summer of 2021, there were 27 students who partnered with industry professionals in various departments for five weeks. During FY 2021-22, MDC hosted 12 students through the annual internship program. It continues to be the goal of MDC to work with MDCPS in an effort to increase participation in the future.

While we manage the impact of COVID-19 on our workforce, working remotely, it remains the goal of Miami-Dade County to engage these organizations and increase participation among



employees and expose students to the wide spectrum of careers within the County that align with their interests and directly impact the lives of our residents.

Our continued partnerships with Miami-Dade County Public Schools (MDCPS), Big Brothers Big Sisters and local colleges and universities support the talent pipeline outlined in the Resilient 305 strategy. Through our efforts, we are tapping into the talent pipeline within Miami-Dade County beginning in high-school. Through the high school internship and school-to-work programs, the County interacts with students and introduces them to careers in public service as they choose their future career paths.

HR is partnering with CareerSource South Florida and Neighbors and Neighbors Association to create an apprenticeship program to provide training opportunities within County departments. In FY 2021-22, through CareerSource funding, approximately twenty participants, will work thirty to forty hours per week for approximately six months to one year with various County departments.

This pilot program will allow participants to gain valuable on-the-job work experience by shadowing County employees in the course of their work assignment. They will work alongside county employees in multiple departments performing general maintenance work in the capacity of Semi-Skilled Laborer, Maintenance Repairer and Maintenance Mechanic and receive invaluable work experience and On-the-Job Training (OJT). The Career Development Section provides competency and development training to supervisors, professionals, frontline and new employees. The section is conducting the Strategic Leadership Development Competency Framework initiative - a one-day training program targeted for frontline employees and has a direct impact on the services provided to the community in various areas. This training program is designed to address development needs of our frontline employees by addressing the following competencies: Communication, Customer Service, Problem Solving and Technical Ability, and Continual Learning. In October 2021, as part of the Mayor's No Wrong Door Initiative, Career Development launched the Keys to Unlocking County Services training. This training is designed to educate County employees on the key services provided by County departments to residents in the community. The goal is for employees to have information readily available to assist residents regardless of their assigned department.

Finally, the Testing and Validation Section is the assessment arm of the division. The section conducts job analysis and training manual validation for 45 tested job classifications including both promotional and open competitive entry level positions. Job analyses are conducted every three to four years for tested positions. The Testing Section develops, administers and scores examinations; provides statistical reports and certifies eligible lists for. 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 provide fair, legally defensible, and comprehensive testing/assessment services to our client departments. Some of the continuous processes include promotional examination cycles every two years for the Corrections and Police



Departments; annual Fire promotional examinations; and numerous open competitive examinations for Transit.

Priority Initiatives of Recruitment, Testing & Career Development

- Review recruitment policies and timelines to identify ways in which the recruitment timeline can be further shortened.
- Partner and coordinate with Career Source of South Florida and Miami-Dade Community College monthly Job/Career Fairs throughout Miami-Dade County focused on attracting applicants and generating interest in hard to recruit positions that will address the hiring needs of County departments.
- Coordinate virtual Job Fairs.
- Promote the County's Tuition Refund Program.
- Provide comprehensive training program to DPRs and other departmental support staff who provide assistance to employees.
- Conduct employee training (in-house and contracted) and outreach activities (workshops, new hire orientations, career development).
- Develop strategic training initiatives to ensure adherence to hiring guidelines and provide active strategies to shorten recruitment time.
- Develop a mandatory Supervisory Certification Training Program for supervisory employees. The curriculum will include Preventing and Addressing Workplace Harassment (Sexual and Unlawful), Discipline, Performance Management, and ePars. The training will enhance supervisory skills, adherence to policies and procedures and address personnel issues as they arise.
- Develop new employee trainings to address needs of the organization.
- Process new hires (background, medical, 1-9, e-Verify).
- Resolve complaints/inquiries of applicants regarding County jobs.
- 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.
- Meet with union officials to resolve employee issues.

Special Projects of Recruitment, Testing & Career Development

- Implement a new LiveScan system, replacing our dated system, to conduct fingerprint based criminal history background checks of new employees, contractual temporary employees, interns and volunteers.
- Facilitate apprenticeship programs with community-based organizations to assist candidates the opportunity to gain on-the-job work experience, specifically for trades or vocational positions (e.g. semi-skilled laborers).
- Implement the Six Sigma DMAIC Improvement Plan in conjunction with the Office of Management and Budget to reduce the time to fill vacant positions.



Finance and Administration

The Finance and Administration Division consists of 13 employees who are responsible for completing the payroll process, issuance of payments related to payroll transactions, wire transfers, reconciliation of payroll transactions, maintenance of employee direct deposit information, garnishments, administration duties, emergency planning, procurement, agenda items, departmental budget activities, accounts payable and accounts receivable.

Finance Section

The employees in the Finance section are responsible for the bi-weekly payroll reconciliation and payment distribution to more than 30,000 employees, amounting to approximately \$2 billion per year.

The following is a summary of the duties performed by the Finance section:

- Prepare biweekly wire transfers, ACH and check requests for County-wide payroll deductions (e.g. payroll taxes, union dues, insurance, wage garnishments, etc.) and related journal entries.
- Coordinate and administer the County's Disaster Assistance Employee Program (DAE). Partner with the Office of Emergency Management, IT and DPRs, ensure County-wide hurricane preparedness through the DAE Program.
- Issue emergency checks (vouchers) and duplicate W-2 forms.
- Process direct deposit forms and ACH returns from the bank.
- Implement wage garnishment orders in collaboration with the County Attorney's Office (CAO), and other state enforcement agencies.
- Process last wages payments to the beneficiaries of deceased employees.
- File IRS Form 941 (quarterly) and other tax forms, as needed.
- Ensure compliance with payroll tax laws and provide feedback on complex tax topics.
- Escheat unclaimed payroll items to proper State each year (in accordance with reporting deadlines).
- Reconcile the monthly Florida Retirement System (FRS) file to the State.



Administration Section

The section consists of four employees responsible for the following duties:

- Preparing annual departmental budget, budget narrative, business plan, and related budget activities, staffing chart and position management.
- Approving fiscal department responsibilities, including accounts payables and accounts receivables.
- Approving department procurement-related functions.
- Reviewing agenda items and coordinating department action items.
- Coordinating unemployment claims and reconciling quarterly unemployment invoices.
- Reconciling background checks on a monthly basis and billing proprietary departments.
- Billing departments for training activities.
- Responding to employee request for equipment, supplies, and requesting service tickets from Internal Services Department (ISD) and Information Technology (ITD).
- Assist with the assignments from the Mayor's Office and public records requests.
- Perform DPR duties for the department including recruitment, onboarding and employee terminations.
- Update on an annual basis the Continuity of Operations Plan (COOP) and Employee Volunteer Staging Area (EVSA) procedures and capital inventory.
- Reviewing and reconciliation of quarterly wellness incentives.
- Coordinate social media and public relations for the department.

Priority Initiative of Finance and Administration

- Manage and oversee the financial transactions related to Countywide payroll functions.
- Provide department-wide administrative support in the areas of emergency planning, procurement, budget, fiscal management and business planning.

Special Projects in Finance and Administration

Continue with the due diligence effort of identifying outstanding payroll checks and locating inactive employees and/or beneficiaries (for deceased employees) prior to submitting to the State as unclaimed property.



FUTURE OUTLOOK

The implementation of the **Constitutional Offices** is of concern to the Human Resources Department as there will be significant impact especially in the labor relations, compensation and recruitment disciplines. Additionally, the administration of payroll processing, benefits and other related employee benefits/functions will require extensive discussion and coordination depending on the decisions made for these Constitutional Offices.

The increasingly competitive job market will necessitate HR being more agile in developing and deploying more effective recruitment and total rewards policies and strategies.

Although the HR modules of the ERP will be implemented in June 2022, it is anticipated that business processes that were previously automated in the legacy system and will be manually performed in ERP at “go-live” will have to be designed, built, tested and implemented post “go-live”. Additionally, it is expected that there will be enhancements in reports, which are an integral part HR analytics, as well development of a dashboard.

The Division of HRFEP will continue to monitor the potential increase in race, national origin, and disability discrimination complaints due to the current social climate and national focus on racism and bias, as well as the ongoing COVID-19 pandemic.



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 2021-22. The following chart presents the requests for Unmet Needs by Fund and in priority order.

Division/ Office	Fund	Request	FTEs	Personnel	Operating	Recurring	Priority
Office of Compensation and Job Analysis	10	Job Description Management Software	0	\$0	\$6,000 implementation; \$73,000/ year	Yes	1
Human Rights and Fair Employment Practices	30	Triennial Diversity, Equity, Resiliency, and Inclusion Awareness Training	0	\$0	\$60,000/ year for 3 years	Yes	2
Labor Relations and Employee Records	10	4 Temporary Staff to Scan and Index Records	0	\$0	\$163,000/ year	Yes- 1 year	3
Benefits Administration and Employee Support Services	50	HR Clinical Support Services Counselor	1	\$102,800	\$0	Yes	4
Benefits Administration and Employee Support Services	50	HR Services Clerk	1	\$63,000	\$0	Yes	5
Grand Total			2	\$165,800	\$304,000/ year		



ATTACHMENT 1

BUSINESS PLAN REPORT

As Of <= 02/08/2022

Business Plan Report Human Resources

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag		Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Provide departments with qualified personnel	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Shorten the employee recruitment period to 50 days		'21 FQ4			43	60	60	60
				Percentage of Physical Results Processed within 5 Working Days		'22 FQ1			89%	90%	90%	90%
				Percentage of collective bargaining grievances at step four that are resolved prior to arbitration.		'22 FQ1			72%	40%	40%	40%
	Align workforce with organizational priorities through grievances, appeals, and complaint resolution	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Provide Financial Planning Seminars		'22 FQ1			69	12	48	48
				Total number of employees trained (facilitated by HR)		'22 FQ1			4,033	2,400	9,600	9,600
				Post training effective evaluation within six months after training is completed		'22 FQ1			88%	70%	70%	70%
	Reduce Healthcare Cost	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Maintain post training effectiveness (percent of customer satisfaction)		'20 FQ2			98	95	n/a	n/a
				Number of Wellness Events Offered		'22 FQ1			61	75	300	300
				Personal Health Assessments Completed		'22 FQ1			268	300	1,200	1,200
				Number of Employees at Wellness Events		'22 FQ1			2,307	1,750	7,000	7,000

Perspective Name	Objective Name	Grand Parent ObjectiveName	Parent Objective Name	MeasureName	Details	As of	VR Flag	Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Enforce Miami-Dade Human Rights anti-discrimination policies.	GG2: Excellent, resilient workforce	GG2-3: Ensure an and diverse workforce	Case Resolutions	▬	'22 FQ1		121	108	430	430
				Cases resolved through successful mediation.	▬	'22 FQ1		5	8	8	8
				Cases Mediated	▬	'22 FQ1		6	13	52	52
	Educate County employees and residents regarding anti-discrimination laws and valuing	GG2: Excellent, resilient workforce	GG2-3: Ensure an and diverse workforce	Specialized Training Sessions	▬	'22 FQ1		13	25	100	100
				Number of External Outreach Events Attended	▬	'22		11	3	12	12
				Number of employees trained	▬	'22 FQ1		222	420	1,680	1,000



Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Financial	Meet Budget Targets (Human Resources)			Positions: Full-Time Filled (HR)		'21 FQ4		127	132	n/a	n/a
				Revenue: Total (HR)	▬	'21 FQ3		\$37K	\$3,865 K	n/a	n/a
				Expen: Total (HR)	-0-	'21 FQ3		\$3,883K	\$3,865 K	n/a	n/a
Internal	Improve and streamline processes	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent	Payroll Reporting Requirements - W2s	▬	2021 FY		100%	100%	100%	100%
				Accuracy of HR Payroll and Paycheck Processing	▬	'22 FQ1		99.52%	90.00%	94.50%	98.00%
Learning and Growth	Improve the overall skills of the H.R. workforce to support County priorities	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Number of training sessions attended by H.R. employees	▬	'22 FQ1		124	30	120	120

