



Human Resources Business Plan

(Revised)

Fiscal Years: 2023 and 2024*
(10/1/2022 through 9/30/2024)

A handwritten signature in cursive script, appearing to read "Arleene Cuellar".

Approved by:

Arleene Cuellar, Department Director

Edward Marquez, Chief Financial Officer

7.26.2023

Date

Date

Plan Date: February 8, 2023

**This is an updated business plan for Fiscal Years 2022-23 and 2023-24. It incorporates any changes made necessary by the adoption of the FY 2022-23 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

To deliver quality, equitable and innovative Human Resources services that enable the County to attract, develop, retain, and support our most valuable assets, **our employees**, in order to ensure fairness, accountability, and serve the broader needs of our diverse community.

The Human Resources has adopted the Mayor's Guiding Principles and is committed to working each day on making these guiding principles our priority.

- Efficient
- Solution-focused
- Welcoming
- Agile
- Inclusive
- Open and transparent
- Respectful
- Kind



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Table of Organization

<p align="center">OFFICE OF THE DIRECTOR 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</p> <p align="center">FY 21-22: 21 FY 22-23: 4</p>	
<p align="center">PERSONNEL, TIME AND ATTENDANCE 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 align="center">FY 21-22: 35 FY 22-23: 27</p>	<p align="center">RECRUITMENT, TESTING AND CAREER DEVELOPMENT 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 internship and training programs</p> <p align="center">FY 21-22: 25 FY 22-23: 25</p>
<p align="center">BENEFITS ADMINISTRATION 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 align="center">FY 21-22: 27 FY 22-23: 29</p>	<p align="center">FINANCE AND ADMINISTRATION Manages and oversees the financial transactions related to County-wide payroll functions, and provide department-wide administrative support in the areas of emergency planning, procurement, budget, fiscal management, and business planning</p> <p align="center">FY 21-22: 11 FY 22-23: 13</p>
<p align="center">HUMAN RIGHTS AND FAIR EMPLOYMENT PRACTICES 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 align="center">FY 21-22: 13 FY 22-23: 13</p>	<p align="center">LABOR RELATIONS AND EMPLOYEE RECORDS 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 align="center">FY 21-22: 11 FY 22-23: 12</p>
<p align="center">OFFICE OF COMPENSATION AND JOB ANALYSIS Maintains and administers County's Pay Plan; conducts classification job analysis and reclassification, reviews and establishment/elimination of County positions</p> <p align="center">FY 21-22: 0 FY 22-23: 15</p>	<p align="center">OFFICE OF HUMAN RESOURCES BUSINESS SYSTEMS Manages the ERP implementation that will advance enterprise capabilities and modernize current business practices County-wide</p> <p align="center">FY 21-22: 0 FY 22-23: 13</p>

The FY 2022-23 total number of full-time equivalent positions is 151.



Overview of the Divisions in Human Resources

Office of the Director

The Director's Office provides leadership, direction and support to the seven divisions in Human Resources and provides oversight for the 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.

Priority Initiatives of the Director's Office

- In order to gain valuable insights from employees and external customers, HR plans to expand the use of customer satisfaction surveys. Survey results will be one factor in driving the strategic direction of the department, improving customer service, and building and fostering a workplace culture of trust and engagement. The department will engage with the Communications and Customer Experience Department to develop and deploy the surveys, to ensure that the results are easily analyzed, presented well and may be quickly acted upon.
- The Director's Office will also be conducting a comprehensive SWOT analysis which will also be a key factor in determining and planning priorities and the future strategy for the department.



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 re-classification 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. Conduct entire classification wide studies to ensure classification salary levels are adequate to recruit and retain applicants/employees.
- Maintain the County's Pay Plan, including the addition/deletion of classifications.
- Maintain Occupations 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.
- 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.
- Identified 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 (Phase 1) review and Recreation classifications (Phase 2) and Zoo study



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(Phase 3) review.

- On-going development of specific training for Department Personnel Representatives, department leadership and countywide comprehensive classification review.

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. 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, Sword Health, Optum, WellnessWorks and HealthyRoads, increased wellness fair health screenings, health and financial wellness workshops and related activities.

Following cost savings initiatives in 2023, the Benefits Administration Division expanded SWORD Health program, which provides virtual physical therapy services for employees and their covered family members enrolled in the County's health plans to include Bloom. The program provides savings to employees as it does not require copayments for visits. Bloom also provides savings to the County and is a more convenient and private way of addressing



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pelvic health from the comfort of home or when you are traveling using biofeedback to support improvement of pelvic health symptoms. It also mitigates the need for surgeries and costly treatments, therefore, lowering claims cost to the County.

Additionally, the Benefits Administration Division expanded the existing Optum/AvMed behavioral health plan services and support tools to include Sanvello, which is an application that uses cognitive behavioral therapy (CBT) and mindfulness techniques to offer on-demand self-help for general behavioral health needs on the member's mobile devices. It offers a variety of helpful tools to employees and their families including the tracking of health/mood data over time, integrated goal setting and progress assessments, interactive psychoeducation, and relaxation/coping tools with no additional costs incurred by 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.
- Exploration of the implementation of a "Special Pay Plan" retirement option for leave payouts.
- 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



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delivery of customer service functions.

- Continually develop ongoing cross-training sessions with the Benefits Administration team.
- Conduct informational workshops for retirees beginning January 2023 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. The EAP program continues to be highly utilized by the employee population. For the past 3 years there has been significant program utilization increases, outreach increased from 2,769 in 2019 to 20,984 in 2022, accounting for an over seven-fold increase in outreach and engagement in the program. The program has added two additional budgeted staff over the last 2 fiscal years to continue meet employee needs and increased employee outreach. In 2023, the EAP projects to maintain outreach at current levels or slightly above.

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



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- 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 support and behavioral health services (after hours coverage, critical incident debriefing services, etc.). Effective use of short-term program could reduce the number of mental health and substance abuse counseling claims.
- The Electronic Medical Records system was 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.
- 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.



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- Coordinate the schedule of the AvMed wellness staff, employee health coaching volume, 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.
- Track wellness vendor service level agreement reports and guarantees; maintain AvMed's wellness budget for incentives, collateral, wellness calendar of forecasted events, and inventory of incentive items.
- 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:

- IDEA Machine- IDEA Rewards/ ESP Program (A.O. 7-8)
- Employee Recognition Programs- DERA and EOY (A.O. 7-30)
- Service Awards Program
- I **THRIVE** Employee Engagement Portal
- The Employee Discount Program (EDP)
- Conduct outreach events to bring services such as eye clinics and mammogram exams to employee worksites.

To further develop employee engagement, events are scheduled throughout the year to reach all County employees. Events include:

- Croquetas with Cava
- Spring Into Wellness
- Educational Fairs
- Winter Wellness Extravaganza
- Annual 5K and Family Fun Day event in the fall
- Glow to Thrive Employee Appreciation Day
- Employee Appreciation Week Events throughout County Departments
- Mayor's Milestone Hour – *Expected to commence April 2023*

Departmental recognition and appreciation efforts are supported as well. Now virtual technology has made workshops and seminars from different educational groups another popular outreach resource. Service Awards are scheduled monthly and Idea Rewards presentations quarterly with BCC Committees and the Mayor and full Board of County Commissioners, as required.



Priority Initiatives in Employee Engagement Section

- Recognize County employees on the I THRIVE employee engagement portal.
- 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 and anniversary letters from the Mayor.
- Provide community merchants with a platform where they can offer discounts and incentives to engage in outreach and established programming with County workforce.
- Communicate HR and Benefit Section programs and merchant groups through digital newsletters weekly, bi-weekly and monthly.
- Constantly explore and deliver new services to support employees at work.

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.
 - Employee Engagement continues with the ITHRIVE portal 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.
 - Continue to host **Croquetas with Cava**, a employee engagement initiative which provides the Mayor the opportunity to connect with employees from all departments in a quarterly informal breakfast event.
 - Launch the **Mayor's Milestone Hour** events to recognize employees who have completed 30, 35, 40, 45+ years of County service.
- In alignment with the values of kindness and respect, launched the “**Grace and Gratitude Challenge**” where employees can e-mail tag co-workers and send notes of appreciation.
- Refresh current program guidelines for IDEA Rewards/ESP Program and Employee Recognition Programs



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- The new IdeaScale tool to process employee ideas more efficiently and develop more department engagement and support is scheduled to soft launch in Spring 2023. In addition to addressing the present needs of the IDEA Rewards/ESP Program, IdeaScale provides ideas and potential solutions for ad-hoc engagement by other departments for special priorities/projects.

- Continue to expand outreach and opportunities for employees.
 - Collaborate and partner with other groups such as WellnessWorks, local universities and merchants to expand outreach and learning opportunities for employees.
 - The program hosted both large scale and 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.



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 will be negotiating successor collective bargaining agreements for the 2023-2026 contract terms and have the contracts 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 2021-22, 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, 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.).



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.
- Coordinated the development of Countywide Standardized Discipline guidelines.
- Developed 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).

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.



Personnel, Time and Attendance Division

The Division is tasked with one of the department's most critical functions: the generation of the County's \$2.6 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 ratification of the 2020-2023 collective bargaining agreements required implementation of numerous changes to employees' payroll records and also affected non-bargaining employees.

The Division also supports County operations by responding to requests for personnel-related reports.

Priority Initiatives of the Personnel, Time and Attendance Division

- Increase efficiencies by cross-training staff to properly utilize pertinent INFORMS HCM modules.
- Develop and deploy training for DPRs and their staff to enable them to properly perform HR transactions.
- 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.
- Create and maintain Standard Operating Procedures manuals for new and established processes and procedures.



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 and Implementing Order 7-45.
- 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, in compliance with federal, state and local law.
- Advise departments on best practices in equal employment opportunity (EEO), diversity management, and fair employment practices.
- Process and 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.
- Provide comprehensive training, guidance and updates to departmental Fair Employment Liaisons on investigations and EEO topics.
- Develop and facilitate new employee trainings and community workshops on emerging diversity topics and continue facilitating employee trainings and public education and outreach activities.
- Process and provide information to the CAO regarding FEP appeal hearings, then prepare executive summaries to submit to the Mayor.
- Develop, process, and submit the mandatory bi-annual EEOP and EEO4 reports for the County to the EEOC.
- Maintain the County's contract/workshare agreement with the EEOC.
- Receive reinstatement of substantial equivalency with USHUD.
- Create and maintain Standard Operating Procedures for new and established processes and procedures and identify ways in which case processing timelines can be shortened.

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.
- Disseminate a quarterly 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



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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.
- 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.
- Administration of EmployABILITY305 interns and training programs.
- Ensure employee compliance with the mandatory eLearning refresher training on Diversity, Equity, Resiliency, and Inclusion Awareness.
- Respond to public records requests (media, attorneys, subpoenas, employees and the public).
- Scanning of old paper files into electronic format and indexed into electronic format.



Recruitment Testing and Career Development

The Recruitment, Testing and Career Development Division (RTC) is responsible for ensuring an equitable recruitment process to hire and retain qualified applicants that fulfill the needs of the workforce and provide excellent services to the community at-large. RTC is comprised of various areas which ensure the County conducts a fair and equitable competitive recruitment process, eligibility determination to ensure applicants meet the minimum qualifications; develop and administer valid and reliable employment testing; onboard all new hires to Miami-Dade County including confirm employment eligibility and conduct criminal history background screening; conduct workforce development training programs for county employees; and promote internship and apprenticeship opportunities. 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. HR launched a countywide recruitment campaign "Work Here Thrive Here" through bilingual videos which are circulated on our social media to promote the diversity of careers within the county and increase interest within the community. 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:

- Miami-Dade County's College Internship Program
- Big Brothers, Big Sisters School to Work Mentoring Program
- Miami-Dade County Public Schools Summer Youth Internship Program
- Miami-Dade County Public Schools High School Internship Program

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.

As our workforce moves through the COVID-19 pandemic 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



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Resilient 305 strategy. The Big Brother Big Sister School to Work Mentoring program has been expanded to include the Miami-Dade Water & Sewer Department as an additional site pairing students with county employees for mentoring opportunities and exposing them to various careers in the County. Through our efforts, the talent pipeline is being tapped 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 continues to partner and coordinate with Career Source South Florida, Miami-Dade Community College and other municipalities to present monthly Career Fairs throughout Miami-Dade County focused on attracting applicants and generating interest in hard to recruit positions that address the hiring needs of County departments. These events serve as a one-stop shop where candidates are interviewed, presented contingent job offers and submit to criminal history background screening. This aids in reducing the recruitment time for certain positions.

In addition, HR is seeking to enhance our partnership with Career Source South Florida to create an apprenticeship program to provide training opportunities within County departments. Through this partnership with CareerSource we would like to secure funding, for approximately twenty participants, worked thirty to forty hours per week for approximately six months to one year with various County departments. This program will allow participants to gain valuable on-the-job work experience by shadowing County employees in the course of their work assignment. Participants will work along-side 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 employees, and new employees. Currently, the Career Development Section is providing most of its training in a virtual environment utilizing the Zoom application. The Supervisory Leadership Development Program (SLDP), Frontline Leadership Development Program (FLDP), New Employee Orientation (NEO), and other classes such as the Keys to Unlocking County Services (KUCS) are being offered virtually. The Career Development Section provides approximately 60 training programs to County employees from new hires to highly experienced employees. The Career Development Section also enhances existing training courses and creates new training courses on an ongoing basis.

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 departments. 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. The purpose of these examinations is to ensure ideal and capable applicants are being considered for the job. Some of the continuous processes include promotional examination cycles every two years for



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

In addition, Testing and Validation conducted a comprehensive clerical study on the relevancy of the typing test as a requirement for employment, in comparison to the nature and duties of the job. As a result, the typing test was eliminated from various classifications which eliminated a barrier to employment and widened the applicant pool.

Priority Initiatives of Recruitment, Testing & Career Development

- Review recruitment policies and timelines to identify ways in which the recruitment timeline can be further shortened.
- Continue partnering and coordinating with Career Source of South Florida and Miami-Dade Community College to conduct 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.
- Relaunch the Mayor's Executive Leadership Program 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 will continue to cultivate our relationships with local colleges and universities to ensure these opportunities are available to all students.
- Further 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, I-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.



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- 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

- In alignment with the Mayor's Thrive305 initiative, 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).



Finance and Administration

The Finance and Administration Division is 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:

- Calculate and confirm biweekly payroll for over 30,000 employees.
- 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.
- Issue emergency (off cycle) checks 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.
- Issue and reconcile over 33,000 W-2 forms.

Administration Section

The section is 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.



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- 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.
- 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.
- Implement Employee Self-Service functionality for Direct Deposit.
- 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.



HCM Business Systems

The Office of HR Business Systems has 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, advanced 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 also enhanced HR's ability to meet its customers' expectations for services. INFORMS Rollout 2 which will become the system of record, went-live in June 2022.

The implementation included changes in current business processes, implemented Oracle products with minor customization, and enabled workflows to satisfy the County's business and technical requirements.

Priority Initiatives of Office of HR Business Systems

- Work towards system stabilization to minimize payroll-related issues.
- As additional functionality is developed, tested and deployed, continue training and communications for the workforce in collaboration with the change management team, of Roll-out of HR dashboards and reports that will facilitate the provision of timely, accurate and relevant HR information to users.



Our Customer

Our most important customers are our employees. The Human Resources Department strives to provide quality services to all employees at every stage of their 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 supports the economy and equity by providing services to County residents seeking employment and investigates complaints of discrimination under federal, state and local laws.

HR's support of departments in recruitment activities, as well as apprenticeship and internship programs, promote economic growth and community engagement. The department's provision of job skills and training services to both internal and external customers also support employee and community engagement.

Strategic Alignment, 4E, and Thrive305 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: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate*.

- Provide training to Department Personnel Representatives (DPRs) and staff to improve HR competencies and strategic thinking. Following the COVID-19 pandemic, most employee training continue to be delivered using a virtual platform.
- Provide comprehensive, accurate and timely responses to requests for information.
- 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)
- Continue to leverage the County's investment in the Oracle Enterprise Resources Planning (ERP) System to enhance INFORMS Human Capital Management (HCM) (the County's HR system of record). Implement other employee self-service functionality such as W-4 changes, direct deposit. (Personnel, Time and Attendance and HR Business Systems)
- Implement other INFORMS HCM modules such as Enterprise Learning Management, functionality for drivers' licenses tracking, electronic discipline templates and the employment eligibility verification form (I-9) tracking. (Recruitment, Testing & Career Development, Labor Relations and Personnel, Time and Attendance)
- Develop comprehensive Office of Compensation & Job Analysis training for departmental human resources staff, and other employees, to educate them on job



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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)
- 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)

GG2-1: Attract and hire new talent to support operations.

- 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.
- Coordinate and host monthly Job/Career Fairs throughout Miami-Dade County in collaboration with Career Source of South Florida and Miami-Dade Community College to coordinate. Career Fairs offer on-the-spot hiring opportunities for all County departments. Interviews (for positions identified by departments) and on-site fingerprinting offered to provide a one-stop hiring event for the community.

GG2-2: Promote 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)



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- Coordinate trainings as requested by the departments. Following COVID-19 pandemic, most trainings continue to be conducted virtually. (Recruitment, Testing and Career Development)
- 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)
- Provide and coordinate employee development initiatives and report the number of employees trained each year. (Recruitment, Testing & Career Development)
- Ensure employees complete the mandatory eLearning Anti-discrimination and harassment courses (Human Rights and Fair Employment Practices)
- Provide departmental Fair Employment Practices Liaisons with annual refresher training on conducting investigations and other specialized topics (Human Rights and Fair Employment Practices)

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 promote EmployABILITY305, train supervisory staff on best practices when working with individuals with disabilities and how best to identify and create these employment opportunities. (Human Rights & Fair Employment Practices)
- With the assistance of departments, begin creating and interviewing for EmployABILITY305 funded internship positions.



HS2-4: Foster healthy living and ensure access to vital health services.

- 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)
- Improve health in the workplace and create a measurable wellness program to improve employees' health, well-being and morale. (Benefits Administration)
- Educate County employees on financial resources available to assist them in long-term financial and retirement planning. (Benefits Administration)
- Coordinate Employee Engagement events and challenges promoting healthy living. Coordinate Annual Employee 5K and Family Fun Day, Step Challenges throughout the year, Weight Loss challenges, etc.
- 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)

ED3-2: Increase economic opportunity and access to information technology for disadvantaged and disinvented 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)

Strategic Alignment, 4E, and Thrive305 Summary (continued)

Attachment 10

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Number of HRFEP Community Workshops Facilitated	Engagement	Action 2.1, 11.2 and 12.1
Number of HRFEP Employee Trainings Facilitated	Equity	Action 2.1, 2.2
Percentage of collective bargaining grievances at Step 4 that are resolved prior to arbitration.	Equity	
Percentage of physical results processed within 5 working days (*KPI)	Engagement	
Shorten the employee recruitment period to 50 days	Economy t	
Total number of employees trained (facilitated by HR)	Engagement	

KEY ISSUES

- The creation and implementation of the new Constitutional Offices will have a significant impact on HR resources as discussions and plans continue with stakeholders. Of particular concern are the HR areas of labor management, staffing, payroll, and personnel policies and procedures and their specific applicability to the new Offices.
- With the implementation of INFORMS HCM in June 2022, the department is intently focused on:
 - Stabilization of the INFORMS HCM system, continued remediation of defects and development and implementation of enhancements.
 - Ensuring that employees’ paychecks are accurate and timely.
 - Reviewing staffing levels and structure to ensure alignment with new business processes.
 - Continuation of effective, regular communication at all levels of the organization, union partners and departments to address issues and concerns that have been raised by employees.
 - Rapid deployment of resources and tools to assist departments to agilely adapt to business process changes resulting from the system implementation such as the launch of a DPR LIVE Help line to provide an avenue to expeditiously address



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departmental issues.

- Collaboration with the Information Technology Department to develop dashboards to facilitate the provision of departments with information critical to closing bi-weekly payrolls.
- Hosting one-on-one trainings with departments to help them to understand overpayments, and “Continuous Improvement” DPR sessions to facilitate knowledge transfer and effectively communicate business process changes.
- Development of innovative strategies that address challenges in attracting, recruiting and retaining talent in the South Florida job market that has become increasingly competitive and has a relatively high cost of living. Besides monetary compensation and benefits, offering teleworking opportunities may offer desirable work-life balance for employees and candidates.
- Execute successor collective bargaining agreements that support the County's strategic goals and are economically sustainable.
- Analyze and develop viable, affordable and sustainable healthcare options for Plan Years 2023-2026.
- Work with 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 County departments to establish focus groups aimed at developing employee engagement, 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.
- Ensure Departments identify funded positions for EmployABILITY305 internship positions.

Effects of COVID-19 on Human Resources Department

- Continued to provide 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 whose job requires them to receive the public 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.



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- 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.



HR Key Operational Indicators (Annual)	
Average Bi-weekly Payroll	\$100 Million
Average Number of Bi-weekly Payroll Checks	30,987
Employees Trained in FY 2021-22 - Led by Instructor	7,568
Training in FY 2021-22 - Completed Online	4,077
Training in FY 2021-22 - Ethics	24,792
Employees Trained in FY 2021-22 - Diversity and Anti-Harassment	1,204
Discrimination and Harassment Cases Resolved in FY 2021-22	642
Public Records Requests in FY 2021-22 - requests to view or copy personnel records	860

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 2023, 74% of the workforce has completed the training.
- Developed Standardized Discipline Policy (Administrative Order 7-47) which brings greater transparency and consistency in the application of discipline.
- In FY 2021-2022, 16 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. This is designed to engage youth and community at large to explore employment opportunities with Miami-Dade County.



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- 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 2021-22, the Department coordinated and ensured compliance of the mandatory Ethics training with 84% completion countywide.
- In FY 2021-22, 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 2021-22, the Commission on Human Rights Section of the Human Rights and Fair Employment Practices Division conducted four community workshops on Civility and Respect within the Community, Sexual Harassment Prevention, and Tackling Racial Bias.
- In FY 2021-22, the Commission on Human Rights Section of the Human Rights & Fair Employment Practices Division obtained over \$300,000 in settlement benefits for claimants through its mediation program.

UNMET NEEDS



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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 2023-24. The following chart presents the requests for Unmet Needs by Fund and in priority order.

Division/ Office	Fund	Request	FTEs	Personnel	Operating	Recurring	Priority
Director's Office	10	Funding for Mayoral Employee Recognition Events	0	\$0	\$20,000	Yes	1
Recruitment, Testing and Career Development	10	HR Personnel Services Specialist	1	\$103,800 (Charged back to departments)	\$0	Yes	2
Benefits Administration and Employee Support Services	50	Shared Services Analyst	1	\$115,600	\$0	Yes	3
Office of Compensation and Job Analysis	10	Compensation and Job Analyst	5	\$549,400	\$0	Yes	4
Personnel Time and Attendance	10	Shared Services Specialist	2	\$185,200	\$0	Yes	5
Personnel Time and Attendance	10	HR Section Manager	1	\$139,100	\$0	Yes	6
Human Rights and Fair Employment Practices	30	HRFEP Specialist	1	\$116,300	\$0	Yes	7
Labor Relations and Employee Records	10	4 Temporary Staff to Scan and Index Records	0	\$0	\$163,000/ year	Yes- 1 year	8
Benefits Administration and Employee Support Services	50	Re-organization of office space	0	\$0	\$50,000	No	9
Director's Office	10	Gartner HR Leaders Membership	0		\$151,400/4 members	Yes	10
Office of Compensation and Job Analysis	10	Salary Survey HR Consultant	0		\$90,000/year	Yes	11
Grand Total			11	\$1,209,400	\$474,400		

Unmet needs in the Office of the Director:



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Human Resources is working with the Mayor's Office to launch a new initiative to recognize Employees' Milestone anniversaries at 30 years of service and every five years thereafter. This event will provide employees the opportunity to meet with the Mayor.

Funding for Mayor's Milestone Recognition Event: \$20,000

Gartner Membership:

Gartner is recognized as one of the premier consulting companies in many disciplines, including HR. This HR Leaders membership will provide the department with access to many resources including toolkits, management research and best practices, benchmarking, access to advisory experts, and peer networking opportunities. As we work towards transforming HR, having this invaluable resource will help drive measurable results, reduce risk, shorten timelines, and increase success rates.

Estimated cost: \$151,400 for 4 members

Unmet needs in Recruitment, Testing, and Career Development:

As the County experiences recruitment challenges, there is an increase in the frequency of test administrations for various classifications. In order to meet the demands of the departments, the division is needing an additional position to assist with new examinations.

(1) HR Personnel Services Specialist (0543) - Estimated cost \$103,800 (Calculated at step 5)

Unmet Needs in Benefits and Employee Support Services

The Benefits Administration Unit has the need for an analyst and technical support to assist operations with the more advanced workload, demands, increased responsibilities and processes as a result of the INFORMS implementation.

(1) Shared Services Analyst (0425)- Estimated cost \$115,600 (Calculated at step 5)

Due to the expansion of the EAP team from two counselors to five counselors and limited office space, the EAP is seeking approval to reorganize the current office space to support the growth of services and support. We have already begun rotating space within the existing space with current staffing levels but with the addition of a new employee FY 22/23 we are in need of additional clinical space to provide services. The EAP is requesting to consolidate and repurpose unused space within the existing office space to create another office for services to be provided. EAP Manager will work with OTV Building Manager and ISD Assistant Division Director to gain quote to close off the unused space currently purposed as an additional waiting area to create a confidential office with door.



Estimated cost: \$50,000.

Unmet Needs in Office of Compensation & Job Analysis:

All Collective Bargaining Agreement provisions require that classification reviews are completed within 60 days. Due to the high cost of living in South Florida, and the need to maintain competitive salaries, the volume of classification review requests has more than doubled therefore requiring additional staff.

(5) Compensation and Job Analysts (0553)- \$549,400 (Calculated at step 5)

Miami-Dade County, as represented by the Human Resources Department (HRD) is seeking to select a firm/vendor from the Management Advisory Consulting Services (MACS) to conduct compensation/salary surveys of many of the county's job classifications.

Estimated Cost: \$90,0000/year

Unmet Needs in Personnel Time and Attendance Division

The Personnel Time and Attendance Division has the need for a HR Section Manager to assist operations with the more advanced workload, demands, increased responsibilities and processes as a result of the INFORMS implementation. Also, due to the more manual nature of transactions in INFORMS, it takes longer to process work. Additional staff is needed to complete the work timely and accurately.

(1) HR Section Manager (0448)- Estimated cost \$139,100 (Calculated at step 5)

(2) Shared Services Specialists (0426)- Estimated cost \$185,200 (Calculated at step 5)

Unmet Needs in Human Rights & Fair Employment Practices Division

We are currently in discussions and negotiations with the US Department of Housing and Urban Development to reinstate our substantial equivalency certification. While HUD provides significant resources to certified agencies in the form of training, technical assistance and funding, we must demonstrate a commitment to thorough and professional complaint processing to be certified. HUD uses a formula to determine how many dedicated specialists are necessary to process housing case work. As such, in order to meet this standard, we must hire one new HRFEP Specialist, who will be dedicated to housing cases.

Estimated Cost: \$116,300/year

Unmet Need in Labor Relations and Employee Records Division



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Department Name: Human Resources
FY2022-23 & FY2023-24

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

PRIORITY INITIATIVES

- Continue to remediate INFORMS HCM, implement enhancements and effectively communicate and collaborate with all stakeholders, including union partners, Directors, DPRs and employees.
- Promote EmployABILITY305, train supervisory staff on best practices when working with individuals with disabilities and how best to identify and create these employment opportunities, and with the assistance of departments, begin creating and interviewing for EmployABILITY305 funded internship positions.
- Analyze the employee and business process impacts which may result from the creation of the new Constitutional Offices.
- Provide timely and accurate information regarding employee benefits and affordable health insurance for County employees and their families.
- Negotiate ten successor collective bargaining agreements.
- Resolve discrimination complaints through timely investigation and dispute resolution.
- Identify policy changes and innovative strategies to reduce the overall recruitment lifecycle.
- Procure and implement a Job Description Management software application that will improve the efficiency and timeliness in writing, editing and maintaining job descriptions and specifications.

FUTURE OUTLOOK



Departmental Business Plan and Outlook
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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.

The INFORMS-HCM team will continue to remediate issues and work on system enhancements and module implementations such as Enterprise Learning Management (ELM). Additionally, it is expected that there will be enhancements in reports, which are an integral part HR analytics, as well development of a dashboard.

In light of the significant business process changes resulting from the INFORMS-HCM implementation, analysis of the HR workforce within central HR and DPRs and staff in the departments is warranted to ensure that resources are being optimally deployed and utilized.

The Division of HRFEP will continue to monitor the potential increase in race, national origin, and religious discrimination complaints due to the current social climate and national focus on racism and bias.

ATTACHMENT 1



BUSINESS PLAN REPORT

As Of ← 06/16/2023

Business Plan Report
Human Resources

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Last Period Updated	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target														
Customer	Provide departments with qualified personnel	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Shorten the employee recruitment period to 50 days	=	'22 FQ2	▲	52	60	60	60														
				Percentage of Physical Results Processed within 5 Working Days	=	'23 FQ1	▲	90%	90%	90%	90%														
	Align workforce with organizational priorities through grievances, appeals, and complaint resolution	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Percentage of collective bargaining grievances at step four that are resolved prior to arbitration.	=	'23 FQ2	▲	100%	40%	40%	40%														
	Enforce Miami-Dade County's Human Rights Ordinance and anti-discrimination policies.	GG2: Excellent, engaged and resilient workforce	GG2-3: Ensure an inclusive and diverse workforce	Case Resolutions	=	'23 FQ1	▼	103	113	450	550														
				Cases resolved through successful mediation.								=	'23 FQ2	▼	5	15	60	50							
				Cases Mediated															=	'23 FQ2	▼	13	23	90	84
	Educate County employees and residents regarding anti-discrimination laws and valuing diversity.	GG2: Excellent, engaged and resilient workforce	GG2-3: Ensure an inclusive and diverse workforce	Number of HRFEP Employee Trainings Facilitated	=	'23 FQ2	▲	38	25	100	150														
				Number of External Outreach Events Attended								=	'23 FQ2	▲	32	13	50	90							
				Number of employees trained															=	'23 FQ2	▼	968	5,000	20,000	2,500
				Number of HRFEP Community Workshops Facilitated																					
	Improve the overall skills of the workforce to support County priorities	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Total number of employees trained (facilitated by HR)	=	'23 FQ2	▲	3,480	2,400	9,600	9,600														
				Number of Wellness Events Offered								=	'23 FQ2	▲	113	75	300	300							
	Reduce Healthcare Cost	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Personal Health Assessments Completed	=	'23 FQ2	▲	805	300	1,200	1,200														
				Number of Employees at								=	'23 FQ2	▲	6,571	1,750	7,000	7,000							



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				Wellness Events							
Financial	Meet Budget Targets (Human Resources)			Positions: Full-Time Filled (HR)	=	'23 FQ2	📉	141	151	n/a	n/a
				Revenue: Total (HR)	⬇️	'23 FQ2	📉	\$81K	\$4,991K	\$19,964K	n/a
				Expens: Total (HR)	⬇️	'23 FQ2	📉	\$5,001K	\$4,991K	\$19,964K	n/a
Internal	Improve and streamline processes	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Payroll Reporting Requirements - W2s	=	2022 FY	📈	100%	100%	100%	100%
				Accuracy of HR Payroll and Paycheck Processing	=	'23 FQ1	📈	99.59%	99.00%	99.00%	99.00%
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	=	'23 FQ2	📉	10	30	120	120

Key: 📍 - Initiative 📍 - Featured Objective

Initiatives

There are no Objectives associated to the Initiatives

Name contains any Human Resources

