



HUMAN RESOURCES DEPARTMENT

Business Plan

Fiscal Years: 2016 and 2017

(10/1/2015 through 9/30/2017)

Approved by:

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Human Resources... Matters!

Delivering Excellence Every Day



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DEPARTMENT OVERVIEW

Department Mission:

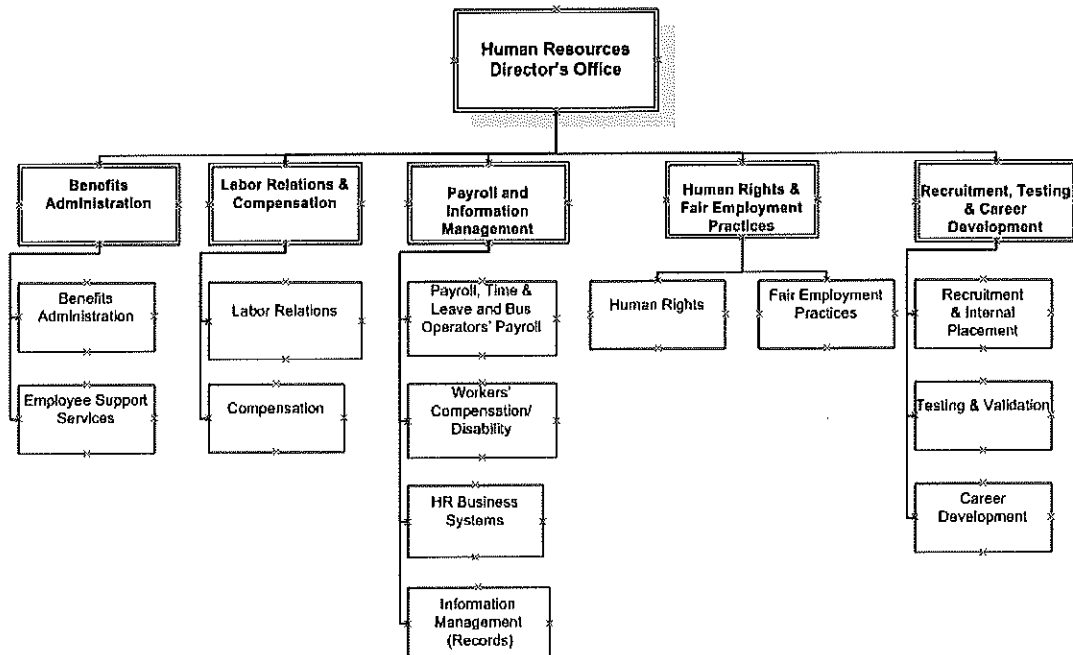
To support the goals and challenges of Miami-Dade County while properly balancing the needs of our employees, business partners, and residents.

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

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

The Department complements its critical operational responsibilities with a progressive, strategic approach to develop business process improvement initiatives. HR aims to work proactively with client departments to identify and assist with workforce issues that relate to the attainment of their strategic business goals. This includes a renewed emphasis on performance management and standardized discipline policies, employee development and knowledge transfer, ongoing evaluation of cumbersome workplace rules, and implementation of workforce metrics to measure and analyze overtime utilization, absenteeism, appeals, payroll issues, and employee development needs. In addition, an enhanced communication approach with all stakeholders continues to be a priority for the department.

Table of Organization



Department Summary

The Director's Office formulates human resources, fair employment and human rights policy. It provides oversight for department activities and administrative support in the areas of procurement, budget, fiscal management and business planning. There are 110 budgeted positions in the department, plus one (1) overage, for a total of 111 positions. There are also 14 in-stationed employees (13 positions funded by Department of Transportation and Public Works, one position funded by the Water & Sewer Department).

FY 2015-16 Department Key Operational Indicators:

HR Key Operational Indicators (Annual)	
Average Bi-weekly Payroll	\$75 Million
Average Number of Bi-weekly Payroll Checks	28,405
Training Classes Offered in FY 2014-15 (includes both instructor and online training courses with at least one participant)	8,720
Employment Applications (applications submitted) in FY 2014-15	294,080
Written/Video Examinations developed and administered in FY 2014-15 (number of internal and external candidates taking newly developed examinations)	3,354
Public Record Requests - Any requests to view or copy personnel records. (including response to subpoenas)	817

Our Customer

The primary customers of the Human Resources Department are all County departments, County agencies which do not report to the Mayor, County employees, Labor Union representatives, municipalities, the State of Florida and the federal government. Additionally, the services provided by Human Rights & Fair Employment Practices (HRFEP) are available to all Miami-Dade County residents, County employees and applicants for employment with Miami-Dade County. HRFEP also works closely with the U.S. Equal Employment Opportunity Commission (EEOC) and the Florida Commission on Human Relations, and serves as staff to the Miami-Dade Commission on Human Rights.

Key Issues

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

1. Develop a plan to improve Countywide performance evaluation process, including system, method, reporting, and analysis. (*Labor Relations*)
2. Develop programs to improve DPR communication, competency, and strategic thinking. (*Department*)
3. Provide comprehensive, accurate, and timely responses to requests for information. (*Department*)
4. Design programs to target at-risk health care employees by offering a free on-line Health Risk Assessment (HRA), and on-line tools that engage employees and provide access to healthcare education. Employees who are better educated about how to manage and control their condition receive better care.

- This could ultimately result in cost-savings, allowing us to deliver the highest quality services with measurable results. (Compensation & Benefits)
5. As a first step to improving the health of our employees, the County has reinstated the health plan employer-sponsored disease management program. Disease management is one approach the County is taking that aims to provide better care to our employees, while reducing the costs of caring for the chronically ill. Disease management programs are designed to improve the health of persons with specific chronic conditions and to reduce health care service use and costs associated with avoidable complications, such as emergency room visits and hospitalizations. (Compensation & Benefits)
 6. Use employee satisfaction survey to identify employee and retiree problem areas in the Benefits Administration Unit (i.e., Provider networks, new hire process, open enrollment). (Compensation & Benefits)
 7. Develop comprehensive compensation training plan for departmental human resources staff, and other employees, so as to educate them on job analysis criteria, organizational structures and wage and salary administration issues. (Compensation & Benefits)

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

8. Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation, where appropriate. (*Human Rights & Fair Employment Practices*). HRFEP reviews 100% of discrimination cases within 30 calendar days from receipt and aims to resolve approximately 10 cases per year through the Commission on Human Rights Appeal hearings. In FY 2016-17, the target for case resolution has been increased to 12 cases per year.

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

9. 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 physical examinations. (*Labor Relations*)
10. Attract and retain employees so that the average recruitment time does not exceed 60 days. (*Recruitment, Testing & Career Development*)

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

11. Develop collective bargaining proposals that support the County's strategic goals. (*Labor Relations*)
12. Meet with departments to coordinate employee development needs. (*Recruitment, Testing & Career Development*)
13. Expand HR self-service functions by implementing: expanded online training and registration, grievance and discipline tracking, e-Performance, W-4, and the employment eligibility verification form (I-9) tracking. (*Recruitment, Testing & Career Development and Labor Relations*)
14. Ensure all employees complete online Ethics Training, pursuant to Board of County Commissioners' action. (*Recruitment, Testing & Career Development*)
15. Continue employee layoff assistance to facilitate internal placement or transition out of County service, and assist in managing department workforce reorganizations. (*Recruitment, Testing & Career Development*)

16. Improve Health in the Workplace and create a measurable wellness program to improve employees' health, wellbeing and morale. *(Benefits Administration)*
17. Educate County employees on financial resources available to assist them in long-term and retirement planning. *(Benefits Administration)*
18. Develop a method to track wellness events participation and outcomes, such as:
 - Verification that an individual actually participated in a preventive screening or joined a wellness challenge; self-reported activities such as confirming a person doesn't use tobacco or they took the stairs, instead of the elevator twice a day;
 - Joined and/or completed an online program; Achieved a specific outcome relating to their bio-measures. *(Benefits Administration)*
19. Provide and coordinate employee development initiatives and measure the number of employees trained each year. *(Recruitment, Testing & Career Development)*

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

20. Implement "Diversity Matters" program to focus on the elimination of barriers in employment, retention, and career development:
 - Provide training so employees know their rights and responsibilities under local, state and federal discrimination laws, and know standards of appropriate conduct under County policy;
 - Provide training so employees are familiar with County policies and procedures for reporting employment discrimination, and other workplace issues;
 - Create understanding that diversity is not limited to race and gender and the County will work to eliminate barriers to inclusion, and will promote a bias-free workplace;
 - Identify and eliminate barriers to career development for inclusion at all levels and classifications. *(Human Rights & Fair Employment Practices)*
21. Ensure timely review of HRFEP cases by tracking the number of complaints received and the percentage of cases reviewed within 30 calendar days. *(Human Rights & Fair Employment Practices)*
22. Roll out Diversity Training to all County employees in FY 2015-16. *(Human Rights & Fair Employment Practices)*

Goal: Provide customer-friendly human resources services (GG2-4)

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

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

24. Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through investigation, mediation, and/or appeal to the Commission on Human Rights (on-going):

- Conduct Commission on Human Rights appeal hearings;
- Resolve discrimination complaints using mediation or alternative dispute resolution techniques, where appropriate;
- Conduct timely investigations of discrimination complaints;
- 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*)

PRIORITY INITIATIVES

- Continue to develop collective bargaining proposals that support the County's strategic goals and are sustainable;
- Analyze and develop viable and sustainable healthcare options for plan year 2017;
- Work with other County departments to establish focus groups aimed at developing employee engagement, standardized discipline guidelines, and improved performance evaluation criteria;
- Work with other County departments to establish a culture of health and to implement an improved County Wellness Plan to promote health and fitness, and continue to reduce healthcare costs and improve absenteeism;
- Upgrade a centralized Electronic Document Management System (EDMS) program for HR records, and provide employees access to their personnel files;
- Expand online training and registration, grievance and discipline tracking, and the employment eligibility verification form (I-9) tracking.

Overview of the Divisions in Human Resources

I. Benefits Administration

The Benefits Administration Division's services for FY 2016-17 will include employee benefits, eligibility determinations, programming, plan design, education, communications and workshops, health fairs, retirement counseling and insurance payment collection for employees on a leave of absence and retirees. Also, the Division provides support services to healthcare, supplemental benefits, deferred compensation and the Florida Retirement System (FRS) plan administrators and departments on a variety of subjects.

In FY 2013-14, the Labor Healthcare Committee held meetings to evaluate ways in which the County could achieve an overall savings on healthcare costs and various recommendations have been implemented through the collective bargaining process. As a result of these meetings, the Compensation and Benefits Division continues to work with Labor Relations 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. During FY 2014-15, the County met with participating Labor Union representatives on Healthcare Cost Containment matters to monitor trends and to make cost-effective benefit improvements for the employees and retirees of Miami-Dade County.

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

In plan year 2016, the County was able to offer the MDC Jackson First HMO plan option to non-bargaining employees and to participating bargaining unit members as an additional lower-cost healthcare plan option. MDC Jackson First is similar to the highly utilized and well-received MDC Select HMO plan option offered for the first time in plan year 2015, as a lower-cost plan option for employees with dependents. The MDC Jackson First HMO Plan provides for dependent premium savings of approximately 35%-63%, compared to current HMO and POS plans.

In addition, other benefit enhancements were made to the Group Legal and Healthcare plans, including extending dependent coverage from age 25 to 26 in legal and vision plans and the addition of bariatric surgery coverage to the HMO plans.

Critical Functions in Benefits

- Conduct annual open enrollment of health and supplemental benefits;
- Participate in procurement efforts of various benefits related contracts: health, vision, dental, life insurance, benefits consulting, legal, short term and long term disability, and flexible spending accounts;
- Develop and implement business rules and procedures connected to the administration and programming required for the implementation of new and renewed benefit plans, or policy changes, and government mandates affecting employee benefits.

Special Projects in Benefits

- Coordination of Countywide wellness program offerings;
- Development of workshops and training that provide employees and departments with education on health, employee benefits and compensation related matters;
- Review and implementation of Paid Parental Leave;
- Track/measure newly created employee benefits employee/customer satisfaction survey results;
- Revise established business rules for Leave of Absence (LOA) premium collection to streamline the steps before coverage is cancelled for non-payment of premiums;
- Revise established business rules for Dependent Eligibility Verification process;
- Complete the scanning of employee benefits records for both active and retired employees. This project began in February 2016 and completion is estimated by September 2017.
- Development and implementation of an online credit card payment option so that retirees and employees on leave of absence can pay for insurance premiums online; and
- In FY 2016-17, the Benefits Division requires ITD support at an approximate cost of \$155,000. In prior years, these services, involving the management of several databases to facilitate employee benefits were funded by Internal Services Department (ISD), as Benefits Administration was previously part of ISD.
- Prepare and verify annual 1095C employee notices, and employer reports required by the IRS.

Unmet Needs of Benefits Administration

1. Provide for Wellness Works (Mayor's Program) promotional materials to promote wellness at the onsite biometric screenings and wellness events; provide marketing materials to identify healthy food options at SPCC and other County locations, including signage and logo stickers and/or cards to identify the healthy food items. The estimated cost for these promotional materials is estimated at \$10,000, per year.
2. Renovate HR office space on the 20th floor (assigned to Payroll & Information Management) and move all employees in Benefits Administration from the 23rd floor to the 20th floor. This renovation will provide updated working spaces to the Benefits Division that support operating functions at an approximate cost of \$100,000. The proposed renovation will also create efficiencies, as two divisions will be able to use current space now assigned to only Payroll.

Employee Support Services Section

The Employee Support Services Section (ESS) provides direct services and consultation to all County departments, Miami-Dade County employees, and their qualified family members, providing psycho-social assessments and treatment referrals. In 2015, the offices for this section were relocated to Overtown Transit Village South, 601 N.W. 2nd Avenue, Miami, FL.

Critical Functions of ESS

- Evaluate to determine mental health and/or substance abuse problems that interfere with the competency of Miami-Dade County employees performing their duties;
- Refer employees to appropriate community-based treatment providers to address identified problems;
- Provide crisis counseling and referral to employees in emergency mental health situations;
- Evaluate, monitor and make recommendation(s) for employees who test positive for alcohol and/or illegal substance in violation of DOT compliance rules.

Special Projects for ESS

- Participation on the Miami Dade County Addiction Services Board;
- On an ongoing basis, collaborate with the Office of Emergency Management to develop and direct the Post-Hurricane Counseling Program and identify qualified staff to serve as counselors working in the Department of Corrections and the Juvenile Services Department;
- Develop and finalize Standard of Operation Procedures (SOP) for the section;
- Develop a joint SOP to establish referral procedures for Correctional Officers.

Unmet Needs in ESS

1. Hire a secretary to provide administrative support to the ESS section at an approximate cost of \$55,600. The ESS counselors cannot perform direct face-to-face services when performing clerical duties, and given that the section is located at Overtown, it is not feasible for other Department sections to provide clerical assistance.

II. Labor Relations and Compensation

During FY 2014-15, the Labor Relations and Compensation Division; in collaboration with the Office of the Mayor and department directors, devoted extraordinary efforts in all aspects of negotiations with the County's ten bargaining units. This resulted in the successful ratification of five Collective Bargaining Agreements prior to the beginning of the October 1, 2014 fiscal year. The Unions with ratified agreements for 2014-17 are:

- GSAF/OPEIU Local 100 - Professional & Supervisory Units
- AFSCME Local 199 - General
- AFSCME Local 3292 - Solid Waste
- AFSCME Local 1542 - Aviation

One of the most significant changes in the ratified collective bargaining agreements was the implementation of a new "Select Network" health insurance option, which was projected to save the County approximately \$25-\$26 million in healthcare costs. Furthermore, these agreements eliminated contractual concessions that the unions agreed to in their 2011-2014 collective bargaining agreements.

Due to the growth reflected in the July 2015 Preliminary Taxable Values, the County reopened the Wages article for five unions with ratified agreements to offer them a guaranteed 1% COLA for October 2016. An additional 3% COLA will be granted if the Preliminary Taxable value for Countywide and UMSA in July 2016 equals or exceeds 13% growth.

As of December 2015, Labor Relations continues negotiation efforts with the County's five remaining bargaining unions:

- Dade County PBA - Supervisory and Rank & File Unit
- IAFF Local 1403 - Firefighter Employees Unit
- TWU Local 291 - Transport Workers Unit
- AFSCME Local 121 - Water and Sewer Employees Unit

During FY 2014-15, the Labor Relations and Compensation Division coordinated and facilitated monthly Labor Management meetings with union leaders and department directors. The purpose of the meetings is to improve relations between management and labor, and to resolve conflicts and issues before they become grievances. Additionally, Labor Relations and Compensation engaged the various labor unions in an effort to jointly develop and implement better business practices, whenever possible.

Critical Functions in Labor Relations

- Negotiate, interpret and administer ten collective bargaining agreements;
- Coordinate and facilitate Labor Management meetings between Departments and Unions to address and/or resolve labor matters and develop Memorandums of Understanding (MOUs), as needed;
- Resolution of collective bargaining grievances prior to the arbitration hearing;
- Prepare disciplinary executive summaries and findings;
- Provide recommendations to the Mayor of Miami-Dade County;
- Administer the County's progressive discipline program;
- Provide guidance to department liaisons to ensure compliance with A.O. 7-3 Disciplinary Actions, and specific provisions of the collective bargaining agreements;

Departmental Business Plan and Outlook
Department Name: Human Resources
FY2015-16 & FY2016-17

- Process and conduct employee appeal hearings for Performance Evaluation, Short-Term Disability, Career Service Grievances, Unemployment Compensation Claims, 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 (DOT) drug and alcohol testing, pre-employment physicals, and fitness for duty examinations;
- Facilitate and review the American with Disability Act (ADA) and Family Medical Leave Act (FMLA) requests for County departments;
- Provide training and updates at Departmental Personnel Representative meetings, as needed;
- Respond to inquiries and provide assistance to outside agencies (i.e. governmental agencies, municipalities, etc.).

Special Projects in Labor Relations and Compensation

- Facilitate quarterly Labor Summit meetings with the Mayor, Department Directors and their respective senior staff and union representatives (for unions with ratified contracts);
- Conduct research and data analysis on relative labor issues;
- Coordinate the development of Countywide Standardized Discipline Guidelines;
- Enhance 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);
- Facilitate labor meetings, workshops and trainings to improve business practices such as the implementation of departmental procedures and streamlining internal processes.

Unmet Needs in Labor Relations

1. Restore one Labor Management Officer (\$88,500) that was eliminated during FY 2013-14 to accomplish the following:
 - To further develop and implement Countywide standardized discipline guidelines, correspondence and forms;
 - Monitor and follow-up with the departments on the arrest log;
 - Allow for regular updates to the Miami-Dade Leave Manual, Procedures Manual, Administrative Orders/Implementing Orders;
 - Provide the opportunity to roll out the Discipline Tracking Program Countywide;
 - Train department personnel representatives to handle their department's unemployment compensation hearings;
 - Conduct routine follow-ups for the receipt of medical results and status reports.

Efficiencies to be explored

- Coordinate with the State of Florida to allow the on-line processing and appeal of unemployment claims;
- Establish metrics for absenteeism and discipline.

Compensation Section

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

Critical Functions of Compensation

- Maintain the County's Pay Plan, including the addition/deletion of classifications;
- Maintain the PeopleSoft database with classification information, including minimum qualifications, certifications and preferences;
- Review and advise departments on the eligibility of pay supplements;
- Review department reorganizations, individual reclassification actions, and job classification duties;
- Provide survey data for other municipalities and consulting firms and facilitate the collection of compensation and benefits data to support and assist in the establishment of policies related to benefit offerings, classifications and job evaluations.

Special Projects in Compensation

- Review of overtime pay plan eligibility revisions;
- Development of external pay and benefit surveys;
- Research and procurement of an industry recognized job evaluation methodology and tools;
- Development of Division specific training for Department Personnel Representatives (DPRs), department leadership and countywide comprehensive classification review.

Unmet Needs in Compensation

1. Hire a Senior Compensation Specialist (approximate cost \$88,500) to perform a variety of complex assignments in various phases of position classification and compensation administration to include departmental organizational reviews. The position is needed to perform two new functions:
 - a. Direct the research and review of the County's 1,400 job basis (non-overtime eligible) classification to see if they meet the new Fair Labor Standards Act changes as dictated by the Obama administration concerning new eligibility overtime rules;
 - b. Function as the project leader and lead researcher for RFP review process of a new online (fully automated) job analysis evaluation system, which will replace the current labor intensive review process that has been in place since the late 70's-early 80's.
2. Hire an HR Personnel Services Specialist (Compensation Specialist-approximate cost \$82,000) to evaluate and classify organizational changes, review and reclassify positions as required per Collective Bargaining Agreements, update job descriptions, maintaining position management, identify changes to salary structures. Also, this position will be responsible for leading the updates and development of the County's official job descriptions; many that have not been updated over many years of have never been formally prepared/created. The job descriptions are critical for applicants who depend on them when applying for a position, or for the general public who view them online.

III. Payroll and Information Management

The Payroll and Information Management Division (PIM) is tasked with one of the department's most critical functions: the generation of the County's \$1.95B annual payroll. As a result of unprecedented 2011-14 collective bargaining agreements that resulted in pay reductions and benefit freezes, PIM has had to respond quickly and implement changes to all employees' payroll records. Due to the timing of bargaining unit contract ratifications, all payroll changes were staggered, resulting in extensive testing and implementations being done throughout the past five years. As of October 2014, various 2011-14 concessions expired and thus required many of the system changes implemented in the past five years to be reversed, and benefits reinstated.

In addition, there have been other guidelines pertaining to salary reductions and restorations for employees in departments that are not under the Mayor's purview. HR continues to administer the application of benefit and salary provisions for these agencies which do not report to the Mayor.

The Division continues to be an integral partner in the continued efforts to leverage the County's current investment in Enterprise Resource Planning (ERP). In collaboration with the Information Technology Department and the Office of Management and Budget, HR implemented the Position Management module of PeopleSoft in September 2014. This implementation allows for a better integration with the County's budgeting system, and allows for the proper tracking of each position and its attributes. Once fully implemented, the ERP will allow the County to consolidate and streamline all HR Procurement and Financial functions, commonly known as "back office functions". HR modules consist of the following:

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

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

Critical Functions of the Payroll and Information Management

- Payroll Time and Attendance Administration - Process payroll for 28,000 employees;
- Personnel and Medical Records Management; Custodian of records: includes scanning all documents into employees' electronic folder;
- 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 Oracle, PeopleSoft, Time & Leave, and Cognos (reporting tool);
- Respond to public records requests (media, subpoenas, employees and the public);
- Create and maintain Standard Operating Procedures manuals for new and established processes and procedures.

Special Projects in Payroll and Information Management

- Apply system "patches" to PeopleSoft 9.1 release (completed February 2016);
- Identify and implement Department opportunities for transitioning from paper files to electronic files;
- Scanning and auditing the backlog of countywide personnel documents;
- Expand rollout of PeopleSoft modules in collaboration with ITD.

Unmet Needs in Payroll and Information Management

1. Hire an administrative secretary (approximate cost \$58,000) to support division director and assist the division with administrative duties, front desk reception, public records requests, and countywide scanning, as needed.
2. As part of ERP, provide PeopleSoft training to three (3) business analysts and to the Assistant Division Director consisting of the following courses: HR Benefits Accelerated, Benefits Administration, Absence Management and e-Performance at an approximate cost of \$59,000 (to be funded from ERP Capital).
3. Hire a Payroll Section Supervisor (\$99,300) to back-fill the position, as current staff will be assigned as ERP Project Manager (to be funded from ERP Capital).
4. Hire two (2) temporary employees at an approximate cost of \$20,000 to scan department records and improve both the efficiency and effectiveness of Division functions in Compensation & Benefits, Labor Relations and HRFEP.

IV. Human Rights & Fair Employment Practices

During FY 2015-16, the Office of Human Rights and Fair Employment Practices (HRFEP) was established as a division to more closely align and integrate 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 the Commission on Human Rights (CHR).

- **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. The ordinance prohibits discrimination based on race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, gender identity or expression, status as a victim of domestic violence or stalking, or source of income, and serves as staff to the Miami-Dade Commission on Human Rights.

An ongoing focus has been placed on strengthening and refreshing existing County diversity programs, including the development and implementation of a new, mandatory diversity training for all County employees. This new 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 outreach programs and events have also been designed to meet the needs of the County's diverse communities, including small businesses, traditionally underserved communities, and lower income residents.

Critical Functions of Human Rights & Fair Employment Practices

- Intake discrimination complaints filed under Chapter 11A of the County's Human Rights Ordinance, as amended;
- Resolve discrimination complaints through investigation and alternative dispute resolution mechanisms;
- Develop and implement County diversity policies and programs;
- Advise departments on best practices in equal economic opportunity (EEO), diversity management, and fair employment practices;
- Conduct employee training and public outreach activities;
- Conduct CHR appeal hearings and business meetings;
- Administer the procurement of Reasonable Accommodation items to include, but not limited to, chairs, computers, modified computer screens, etc.

Special Projects for Human Rights & Fair Employment Practices

- Collaborate with the Recruitment Section to restore *The Phoenix Project: a Talent Pipeline for Workers with Disabilities*;
- Finalize the development of a comprehensive case management database to track and analyze discrimination complaints filed by internal and external customers;
- Develop and implement a Countywide EEO and diversity training program for employees at all organizational levels.

Unmet Needs for Human Rights & Fair Employment Practices

1. The Human Rights section requests funding of two (2) Human Rights and Fair Employment Specialists (approximate cost \$187,400) to handle the current external case backlog and increase in overall caseload due to new and expanded legal rights under federal, state and local anti-discrimination laws.
2. The Fair Employment section requests funding of one (1) Human Rights and Fair Employment Specialist (approximate cost \$93,700) to ensure timely resolution of internal employee discrimination complaints, reduce the internal case backlog, assist in the development and implementation of new and improved diversity management programs, and monitor departmental compliance.

V. Recruitment, Testing and Career Development

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

Currently, the County's aging workforce is retiring in increased numbers and the division is concentrating efforts on filling 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 Internship Program
- Big Brothers, Big Sisters
- Urban Fellows
- Ready-to-Work Program (CareerSource South Florida partnership)
- AIM - Actively Investing in Miami-Dade Initiative

In 2016, HR reinstated the Mayor's Executive Internship Program, where the County partner with 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. In addition to the ongoing relationship with Florida International University, the County has extended the program and included students from Florida Memorial University.

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

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

The Testing and Validation Section is the assessment arm of the Division and provides job analysis, test development, test administration, test validation, and/or scoring services for 45 different Miami-Dade County job classifications and includes both promotional and open-competitive examinations. The process begins with a job analysis, followed by test development, test administration, test validation, and scoring activities. The goal of the section is to provide fair, legally defensible, and comprehensive testing/assessment services to our client departments.

Critical Functions of Recruitment, Testing and Career Development

- Conduct employee trainings (in-house and contracted) and outreach activities (workshops, new hire orientations, career development);
- 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);
- 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 and Career Development

- Provide mandatory training sessions for County Department Personnel Representatives and their staff regarding human resources to attend meeting facilitated by the Department of Justice on I-9 compliance requirements and processes;
- Develop tracking mechanism to capture active employees who are deployed to military duty and return to County service for Veteran's Preference consideration in promotional opportunities.

Unmet Needs for Recruitment, Testing and Career Development

1. The Division needs to replace the current Photo ID System (IVIS 2000) that is used in the New Hire Center to issue badges for new hires and contractors, as the system is no longer supported. The existing system must be converted to "Lenel," an application that is currently in use at the County by other departments for credentialing and access controls at an approximate cost of \$35,000 (\$21,000 for software and installation and \$12,700 in hardware costs, consisting of two printers, two cameras, fingerprint pads, and workstation.
2. The Division requests \$5,500 to pay registration costs to participate in recruitment career fairs and internship programs at Florida International University, University of Miami, Florida Atlantic University and Nova Southeastern University.
3. Purchase marketing and promotional items to provide a career and internship fairs at an estimated cost of \$3,000.

Other Unmet Needs for the HR Department

1. An HR Business Systems Analyst I is needed to support the director in the preparation of reports and information requested by the Board of County Commissioners and others at an estimated cost of \$97,600. This position would also support the preparation of the annual budget and special projects.
2. Renovate the 20th floor at SPCC to streamline operations and redesign the current use of office space by Payroll & Information Management Division at an approximate cost of \$100,000. It is anticipated that the current available space used by Payroll can also accommodate the 20 employees in Benefits Administration, currently located at SPCC, 23rd floor.
3. Renovate HR office space on the 21st floor that cannot be used in its current condition to establish approximately seven new cubicles and conference room at an estimated cost of \$100,000.

FUTURE OUTLOOK AND 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 2016-17:

Fund	Division	Position/Request	Pos. Qty	Salaries & Fringes or Operating Cost	Dept. Priority
10	Labor Relations	Labor Relations Officer (474)	1	\$88,474	1
10	Payroll & Information Management	Administrative Secretary (94)	1	57,974	2
10	Labor Relations-Compensation	Senior Compensation Specialist (553)	1	88,474	3
10	Labor Relations-Compensation	HR Personnel Services Specialist (Compensation Specialist) (543)	1	82,086	4
10	Administration	HR Business Systems Analyst I (425)	1	97,571	5
10	Recruiting, Testing & Career Development	New Hire Photo ID System - Replace computer equipment hardware and application software	-	35,000	6
10	Labor Relations-Compensation	Procure job evaluation system to modernize the current manual job classification compensation process	-	570,000	7
10	Recruiting, Testing & Career Development	Registration cost to participate in Career Fairs and Internships	-	5,500	8
10	Recruiting, Testing & Career Development	Recruitment promotional items to provide at Fairs and during HR events	-	3,000	9
10	Administration	Temporary Employees (2) for scanning project of Compensation, Labor Relations and HRFEP files	-	20,000	10
10	Payroll & Information Management	HR Space Renovations - 20th floor	-	100,000	11
10	Administration	HR Space Renovations - 21st Floor	-	100,000	12
	Fund 10 Total		5	1,248,079	
ERP	Payroll & Information Management	PeopleSoft Training for three (3) Business Analysts and one (1) Assistant Division	-	59,000	1
ERP	Payroll & Information Management	Payroll Section Supervisor (466)	1	99,307	2
	ERP CAPITAL TOTAL		1	158,307	
30	Human Rights & Fair Employment Practices	CHR Specialists (Investigators) (639)	2	187,435	1
30	Human Rights & Fair Employment Practices	FEP Specialist (Investigator) (639)	1	93,717	2
	Fund 30 Total		3	281,152	
50	Benefits Administration-ESS	Secretary - ESS (31)	1	55,571	1
50	Benefits Administration	Wellness Works Promotional & Marketing Materials (Mayor's Program)	-	10,000	3
50	Benefits Administration	HR Space Renovation - Benefits, Move employees from 23rd to 20th Floor	-	100,000	5
	Fund 50 Total		1	165,571	
DEPARTMENT TOTAL			10	\$1,853,109	






Should the County begin to rapidly deploy some aspects of ERP seasoned HR staff will be redirected to support the effort. This will require HR to reallocate resources or backfill limited number of key positions and train staff to seamlessly continue to provide services. HR would also need adequate time, and the additional funding necessary to staff its operations and support this initiative without significantly impacting the Department's ability to execute its business plan. It is expected that the additional funding be drawn from the Countywide ERP funding.

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

The Division of HRFEP anticipates that as new laws are passed and the scope of employee rights and responsibilities expand, it must prepare to handle complaints based on these new causes of action.

The County's Human Rights Ordinance was recently amended to include gender identity and expression and status as a victim of domestic violence or stalking as protected classifications, which exceeds the scope of current state and federal anti-discrimination laws. The expansion of coverage under local anti-discrimination law will further impact HRFEP's ability to promptly and efficiently investigate and resolve discrimination complaints. In order to broaden their understanding and competencies related to both the internal and external functions of the Division, all HRFEP investigators will receive extended periods of cross-training and will be assigned to work in different sections on a rotating basis.

Business Plan Report - Human Resources

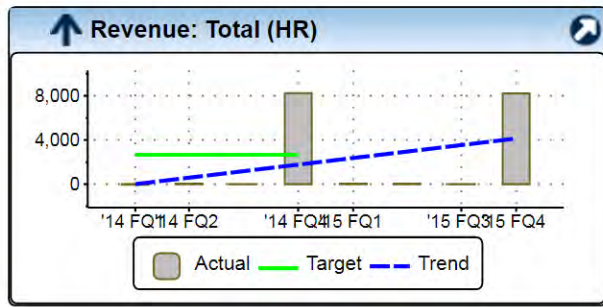
Scorecard	Description						Owners
Human Resources							Cuellar, Arleene
1.0 Customer							
Objective	Description						Owners
Provide departments with qualified personnel (SORTIE)							Cuellar, Arleene
Grandparent Objectives	Description						Owners
GG2 Excellent, engaged workforce							Miami-Dade County
Parent Objectives	Description						Owners
GG2-1 Attract and hire new talent							Miami-Dade County
GG2-4 Provide customer-friendly human resources services							Miami-Dade County
Measures Linked to Objective		Period	Actual	Target	Variance	Owners	
Percentage of Physicals Results Processes within 5 Working Days (Except ISSF employees)		'16 FQ1	85%	90%	-5%	Edwards, Michael (HR); Toledo, Karen L. (HR)	
Shorten the employee recruitment period to 60 days		'16 FQ1	64	60	-4	Ledesma, Mari (HR); Gonzalez, Daniel	
Objective	Description						Owners
Align workforce with organizational priorities through grievances, appeals, and complaint resolution							Brown, Chamona
Measures Linked to Objective		Period	Actual	Target	Variance	Owners	
Percentage of collective bargaining grievances at step four that are resolved prior to arbitration.		'16 FQ1	50%	50%	0%	Edwards, Michael (HR); Toledo, Karen L. (HR); Brown, Chamona	
Objective	Description						Owners
Develop and rollout programs to motivate employees							n/a
Parent Objectives	Description						Owners
GG2 Excellent, engaged workforce							Miami-Dade County
Measures Linked to Objective		Period	Actual	Target	Variance	Owners	
Capital Assets Added to County Inventory		'16 FQ2	1,366Assets	1,000Assets	366Assets	Thompson, Terrence (ISD)	
Provide Financial Planning Seminars		'15 FQ4	19	12	7	Gonzales, Dan (HR); Ramirez-Lapp, Susana B. (HR)	
Options to Renew (OTRs) Exercised		'16 FQ1	42	n/a	n/a	Singer, Miriam; Roundtree, Amos; Campbell, Kyndal (ISD); Fulton, Jocelyn (ISD)	
Rejected Contracts		'16 FQ1	0	n/a	n/a	Singer, Miriam; Roundtree, Amos; Fulton, Jocelyn (ISD); Campbell, Kyndal (ISD)	

Business Plan Report - Human Resources

Objective	Description						Owners
Improve the overall skills of the workforce to support County priorities							Ledesma, Mari (HR)
Grandparent Objectives	Description						Owners
GG2 Excellent, engaged workforce							Miami-Dade County
Parent Objectives	Description						Owners
GG2-2 Develop and retain excellent employees and leaders							Miami-Dade County
Measures Linked to Objective		Period	Actual	Target	Variance	Owners	
Total number of employees trained (facilitated by HR)	▲	'16 FQ2	2,913	1,600	1,313	Mullings, Andrew; Valdes, Reinaldo (HR)	
Post training effective evaluation within six months after training is completed	▲	'16 FQ2	92%	70%	22%	Mullings, Andrew; Valdes, Reinaldo (HR)	
Maintain post training effectiveness (percent of customer satisfaction)	▲	'16 FQ2	99	95	4	Mullings, Andrew; Valdes, Reinaldo (HR)	

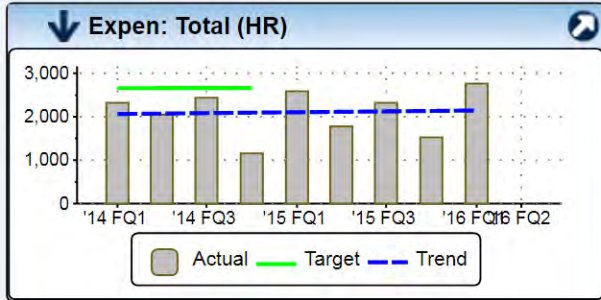
2.0 Financial

Objective	Description						Owners
Meet Budget Targets (Human Resources)							Cuellar, Arleene
Grandparent Objectives	Description						Owners
zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome)	Planned necessary resources to meet current and future operating and capital needs						Admin, Admin
Parent Objectives	Description						Owners
Meet Budget Targets - Archived							Office of Management and Budget
Measures Linked to Objective		Period	Actual	Target	Variance	Owners	
Positions: Full-Time Filled (HR)	▲	'16 FQ1	103	110 (103 - 110)	-7	Cuellar, Arleene	
Revenue: Total (HR)		'16 FQ1	\$0K	n/a	n/a	Cuellar, Arleene	






Business Plan Report - Human Resources

Child Measures		Period	Actual	Target	Variance	Owners
Revenue: Carryover (HR)	▲	'16 FQ1	\$0K	\$0K	\$0K	Cuellar, Arleene
Revenue: Federal (HR)	▼	'16 FQ1	\$0K	\$20K	\$-20K	Cuellar, Arleene
Revenue: General Fund (HR)	▼	'16 FQ1	\$0K	\$1,671K	\$-1,671K	Cuellar, Arleene
Revenue: Interagency/Intradepartmental (HR)	▼	'16 FQ1	\$0K	\$1,095K	\$-1,095K	Cuellar, Arleene
Revenue: Proprietary (HR)	▲	'16 FQ1	\$0K	\$0K	\$0K	Cuellar, Arleene
Revenue: State (HR)	▲	'16 FQ1	\$0K	\$0K	\$0K	Cuellar, Arleene
Expen: Total (HR)		'16 FQ1	\$2,762K	n/a	n/a	Cuellar, Arleene




Child Measures		Period	Actual	Target	Variance	Owners
Expenditure: Capital (HR)	▲	'16 FQ1	\$0K	\$0K	\$0K	Cuellar, Arleene
Expenditure: Charges for County Services (HR)	▼	'16 FQ1	\$177K	\$33K	n/a	Cuellar, Arleene
Expenditure: Court Costs (HR)	▲	'16 FQ1	\$0K	\$0K	n/a	Cuellar, Arleene
Expenditure: Depreciation, Amortization, Depletion (HR)	▲	'16 FQ1	\$0K	\$0K	n/a	Cuellar, Arleene
Expenditure: Contractual Services (HR)	▲	'16 FQ1	\$0K	\$5K	n/a	Cuellar, Arleene
Expenditure: Debt Service (HR)	▲	'16 FQ1	\$0K	\$0K	n/a	Cuellar, Arleene
Expenditure: Distribution of Funds in Trust (HR)	▲	'16 FQ1	\$0K	\$0K	n/a	Cuellar, Arleene
Expenditure: Grants to Outside Organizations (HR)	▲	'16 FQ1	\$0K	\$0K	n/a	Cuellar, Arleene
Expenditure: Personnel Costs (HR)	▲	'16 FQ1	\$2,499K	\$2,609K	n/a	Cuellar, Arleene
Expenditure: Reserves (HR)	▲	'16 FQ1	\$0K	\$0K	n/a	Cuellar, Arleene
Expenditure: Transfers Out (HR)	▲	'16 FQ1	\$0K	\$0K	n/a	Cuellar, Arleene
Expenditure: Other Operating (HR)	▲	'16 FQ1	\$86K	\$139K	\$-53K	Cuellar, Arleene
Expenditure: Intradepartmental Transfers (HR)	▲	'16 FQ1	\$0K	\$0K	n/a	Cuellar, Arleene

3.0 Internal

Objective	Description	Owners			
Improve and streamline processes	Improve and streamline processes	Cuellar, Arleene			
Grandparent Objectives	Description	Owners			
GG2 Excellent, engaged workforce		Miami-Dade County			
Parent Objectives	Description	Owners			
GG2-4 Provide customer-friendly human resources services		Miami-Dade County			
GG4 Effective management practices		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Accuracy of HR Payroll and Paycheck Processing 	'16 FQ2	99.07%	99.00%	0.07%	Cuellar, Arleene; Clodfelter, Joy (HR)
Child Measures	Period	Actual	Target	Variance	Owners
Average number of checks issued per pay period 	'14 FQ2	28,491	33,000	-4,509	Cuellar, Arleene; Clodfelter, Joy
Average number of payroll errors per pay period 	'14 FQ2	176.00	660.00	484.00	Cuellar, Arleene; Clodfelter, Joy

4.0 Learning and Growth

Objective	Description	Owners			
Improve the overall skills of the H.R. workforce to support County priorities		n/a			
Grandparent Objectives	Description	Owners			
GG2 Excellent, engaged workforce		Miami-Dade County			
Parent Objectives	Description	Owners			
GG2-2 Develop and retain excellent employees and leaders		Miami-Dade County			
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of training sessions attended by H.R. employees 	'16 FQ2	77	30	47	Valdes, Reinaldo (HR); Mullings, Andrew

