



# HUMAN RESOURCES DEPARTMENT

## Business Plan

**Fiscal Years: 2017 and 2018**

(10/1/2016 through 9/30/2018)

Approved by:

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

Arleene Cuellar, Department Director

A handwritten signature in cursive script, appearing to read "Edward Marquez".

Edward Marquez, Deputy Mayor

Plan Date: February 13, 2017

*Human Resources... Matters!*

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**DEPARTMENT OVERVIEW**

**Department Mission:**

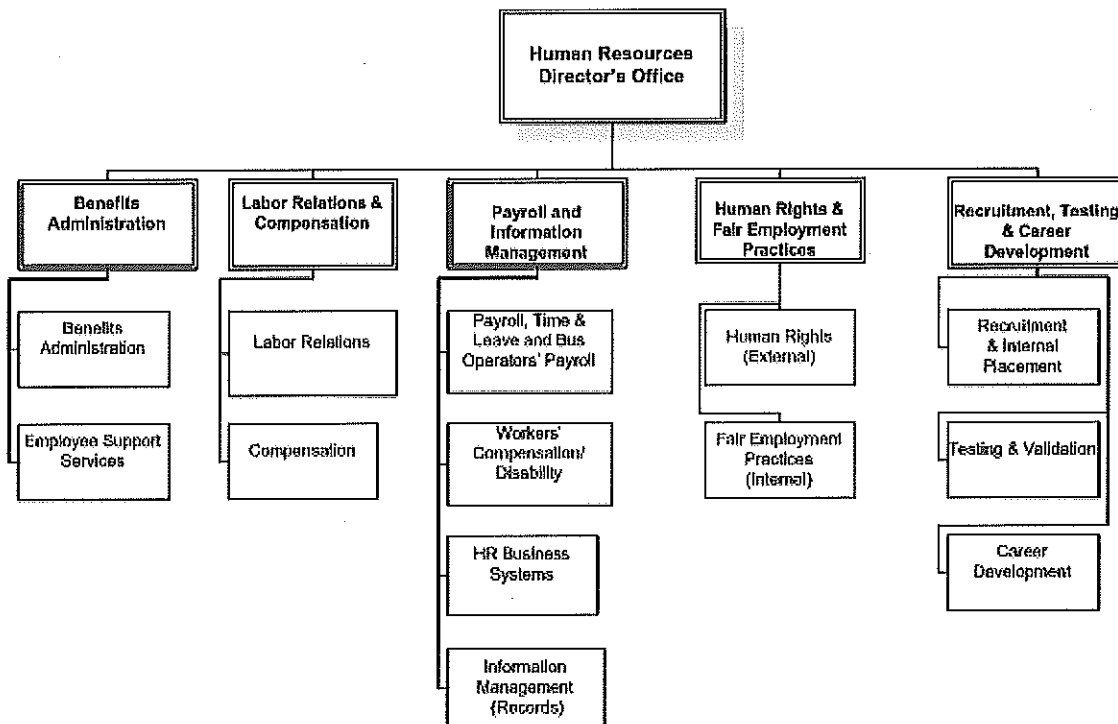
To support the goals and challenges of Miami-Dade County while properly balancing the needs of our employees, business partners, and residents.

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 and 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 112 budgeted positions in the department. 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 2016-17 Department Key Operational Indicators:

<b>HR Key Operational Indicators (Annual)</b>	
Average Bi-weekly Payroll	\$76.5 Million
Average Number of Bi-weekly Payroll Checks	28,924
Training Classes Offered in FY 2015-16 (includes both instructor and online training courses with at least one participant)	8,720
Number of internal and external candidates taking written/video examinations developed and administered in FY 2015-16	9,857
Public Record Requests - Any requests to view or copy personnel records (including response to subpoenas).	833

**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, and residents of Miami-Dade County. The services provided by Human Rights and 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 support 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, PIM)*
2. Develop standardized progressive discipline guidelines for all County departments *(Labor Relation and Compensation)*
3. Develop programs to improve DPR communication, competency, and strategic thinking. *(Department)*
4. Provide comprehensive, accurate, and timely responses to requests for information. *(Department)*
5. Design healthcare programs to target at-risk employees by offering a free on-line Health Risk Assessment (HRA), and on-line tools that engage employees

- and provide access to healthcare education. Employees who are better educated about how to manage and control their condition receive better care. This could ultimately result in cost-savings, allowing the delivery of the highest quality services with measurable results. (Benefits Administration)
6. As a first step to improving the health of employees, beginning in plan year 2016, the County 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 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 healthcare service use and costs associated with avoidable complications, such as emergency room visits and hospitalizations. (Benefits Administration)
  7. Use employee satisfaction survey to identify employee and retiree problem areas in the Benefits Administration Unit (i.e., Provider networks, new hire process, open enrollment). (Benefits Administration)
  8. 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. (Labor Relations & *Compensation*)

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

9. Respond to complaints related to 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 and Fair Employment Practices*). HRFEP reviews 100% of discrimination cases within 30 calendar days from receipt.

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

10. 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*)
11. Attract and retain employees so that the average recruitment time does not exceed 60 days. (*Recruitment, Testing and Career Development*)

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

12. Develop collective bargaining proposals that support the County's strategic goals. (*Labor Relations*)
13. Meet with departments to coordinate employee development needs. (*Recruitment, Testing & Career Development*)
14. 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 and Career Department, Labor Relations and Payroll & Information Management*)
15. Ensure all employees complete online Ethics Training, pursuant to Board of County Commissioners' action. (*Recruitment, Testing and Career Development*)

16. Continue employee layoff assistance to facilitate internal placement or transition out of County service, and assist in managing department workforce reorganizations. *(Recruitment, Testing and Career Development)*
17. Improve Health in the Workplace and create a measurable wellness program to improve employees' health, wellbeing and morale. *(Benefits Administration)*
18. Educate County employees on financial resources available to assist them in long-term and retirement planning. *(Benefits Administration)*
19. Enhance methods to track wellness events participation and outcomes, such as (Benefits Administration):
  - 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-metrics.
20. Provide and coordinate employee development initiatives and measure the number of employees trained each year. *(Recruitment, Testing and Career Development)*

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

21. Implement "Diversity Matters" program to focus on the elimination of barriers in employment, retention, and career development *(Human Rights and Fair Employment Practices)*
  - 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.
22. 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 and Fair Employment Practices)*
23. Roll out Diversity Training to all County employees in FY 2016-17. *(Human Rights and Fair Employment Practices)*

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

24. Maintain 99% of accuracy in paycheck processing. *(Payroll and 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)**

25. 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): *(Human Rights and Fair Employment Practices)*
- 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.

**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 2018;
- 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;
- Work with other County departments to establish focus groups aimed at developing employee engagement, standardized discipline guidelines, and improved performance evaluation criteria;
- 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;
- Continue to leverage the County's investment in the enterprise resource planning (ERP) area by implementing functionality that can be rolled out using existing County resources, e.g. tracking of licenses and certifications, ePerformance.

## **Overview of the Divisions in Human Resources**

### **I. Benefits Administration**

The Benefits Administration Division's services include employee benefits, eligibility determinations, programming, plan design, education, communications, 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 wellness, employee engagement and employee assistance, healthcare, supplemental benefits, deferred compensation programs and the Florida Retirement System (FRS) plan administrators and departments on a variety of subjects.

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 continues to review and seek Request for Proposal's (RFP's) on expiring contracts for the numerous County employee benefit program, 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 assure all employee benefit programs meet the needs of participants, meet 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 plan year 2017, the County was able to offer the MDC Jackson First "Pilot" HMO plan option to non-bargaining employees and to participating bargaining unit members as an additional lower-cost healthcare plan option with a zero physician and specialist office visit copayments. MDC Jackson First "Pilot" is an alternative to the MDC Jackson First plan offered for the first time to County employees in 2016 and is similar to the highly utilized and well-received MDC Select HMO plan option first offered in plan year 2015. The MDC Jackson First HMO Plan provides for dependent premium savings of approximately 35%-63%, compared to our current HMO and POS plans.

In addition, other benefit enhancements were made to the Group Legal and Healthcare plans during plan years 2016 and 2017, including enhanced wellness programming, and the reinstatement of the disease management program designed to improve the health of our employees.

#### **Critical Functions in Benefits Administration**

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



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- Provide in-depth counseling sessions for prospective retirees as it relates to the Florida Retirement System (FRS), Deferred Compensation, medical, dental, life and accumulated leave payments in order to ensure a smooth transition from active employment to retirement.

Special Projects in Benefits

- Coordination of Countywide wellness program offerings;
- Development of workshops and training that provide employees and departments with education on health and employee benefits;
- 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.
- 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.
- The Benefits Division requires ITD support at an approximate cost of \$155,000 in FY 2016-17. 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. In FY 2017-18, ITD support of the Benefits Administration Division is estimated at \$175,000.
- Prepare and verify annual 1095C employee notices, and employer reports required by the IRS.
- Review and update all benefit plan documents and materials annually.
- Organize and participate in semi-annual wellness fairs.
- Obtain reimbursement for the Miami-Dade County Insurance Fund through the Retiree Drug Subsidy program.

Unmet Needs of Benefits Administration

- Renovate HR office space on the 20<sup>th</sup> floor (assigned to Payroll & Information Management) and move the employees in Benefits Administration from the 23<sup>rd</sup> floor to the 20<sup>th</sup> floor. This renovation will provide updated working spaces to the Benefits Division that support operating functions at an approximate cost of \$100,000. The move allows for shared use of resources for front desk and customer service functions.

## **Retired Employees and Active Employees Sections**

### **Critical Functions**

- Administer employee benefits programs such as medical, dental, vision, life insurance, as well as supplemental benefits plans.
- Provide customer service functions to assist employees in understanding their benefits; provide support to department HR liaisons; handle benefits inquiries and complaints to ensure quick, equitable, and courteous resolution.
- Develop handbooks/tutorials to communicate employee benefits program eligibility rules.
- Maintain benefits policies and procedures manuals and update and review all benefits related materials annually.
- Conduct annual open enrollment and attend information session and provide information to employees during annual open enrollment of health and supplemental benefits.
- Develop RFPs for insurance contracts nearing their expiration, or to enhance benefits if mandated by the BCC or unions.
- Set-up implementation of new contracted benefits programs.
- Assure the County's benefits programs are in compliance with federal and state legislation.

### **Special Projects**

- Provide business rules to ITD system programmers to assure 1095-C forms are in compliance with IRS regulations and issued timely.
- Dependent validation/verification project.
- PeopleSoft Benefits Module configuration and implementation.

### **Unmet Needs**

- Acquire updated system/program to improve tracking of employees on LOA and collection of premiums.
- Training for benefits representatives on Microsoft applications, PeopleSoft Benefit modules, COBRA, Affordable Care Act and other related and required Benefits guidelines and mandates.
  - COBRA basics or refresher course
  - Section 125 – Qualifying events seminar
  - PeopleSoft Benefits Module
  - Customer Service/Communications training
  - Benefits Communications Materials
    - New Dental Program – Mid-year open enrollment and information materials May-June 2017
    - Communications Department to create new dental benefit comparison handout, updates to Benefits Handbook, etc.
    - Online Benefits Enrollment for New PeopleSoft application (if launched in 2017)
    - Develop instruction video, handouts showing how to log on and navigate web portal

### **Employee Support Services Section**

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

#### **Critical functions of ESS**

- Oversight and implementation of new service design to include the Employee Assistance program, Wellness Program and Employee Engagement programs and services.

#### **Unmet Needs in ESS**

- Identify and purchase online mental and substance training on early identification and effective referral techniques for supervisors;
- Identify and purchase online mental health and substance abuse prevention informational material designed to educate employees on prevention.

### **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. The Employee Assistance Program (EAP) helps employees to conquer obstacles they face, offering helpful resources for any stage of a life challenge.

#### **Critical functions of EAP**

- 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 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 substance in violation of DOT compliance rules
- EAP helps to:
  - Improve productivity
  - Increase employee retention
  - Reduce ongoing health care costs
  - Minimizes legal liability
  - Provides education and resources

#### **Unmet Needs in EAP**

- Hire one clerical staff to provide administrative support to the EAP at an approximate cost of \$59,700. The EAP counselors cannot perform direct face-to-face services when performing clerical duties, and given the office is located at the Overtown Transit Village, it is not feasible for other department sections to provide clerical assistance.
- Prepare an RFQ to identify and hire an outside short-term counseling vendor to provide managed behavioral health services (case management, utilization management, etc.)

to handle common and simple diagnoses. Effective use of short-term program could reduce the number of mental health and substance abuse counseling claims. Cost of the program is unknown until the RFQ is obtained.

### **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.

#### **Critical Functions of Wellness**

- Utilize data to determine the primary health concerns and disease states of the County employees as a whole. Additionally, tracking departmental health trends.
- Utilize health trend data to provide targeted health education to the various County departments.
- Schedule wellness events (health fairs, nutrition sessions, campaigns, challenges, lunch and learns) for the various County departments.
- Coordinate the schedule of the AvMed wellness staff.
- Coordinate all facets of the wellness program: scheduling, marketing, education, reporting.

#### **Special Projects for Wellness**

- Implementation of the Wellness Works relaunch in collaboration with AvMed.
- Education and marketing of the new benefits features: Smartshopper and Virtual Visits.

#### **Unmet Needs in Wellness**

- Marketing budget to promote wellness program in 2017.
- Laptop and projector to conduct wellness education sessions.
- 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.
- Funding towards sponsorship for the annual Mercedes-Benz run enrollment fees of \$40 per participant to promote participation.

### **Employee Engagement Section**

Employee Engagement is an added function of the Benefits Administration Division. This focus area includes three established programs, the IDEA Rewards/ ESP Program (A.O. 7-8), Employee Recognition Programs (A.O. 7-30) and the Employee Discount Program (EDP). To further develop employee engagement, events are scheduled throughout the year to outreach to all County employees. Presently, events include the Spring Into Wellness Fair, Fall Into Wellness Fair, Worth It Wednesday\$, Lunch & Learn with Discount Ninja and Employee Appreciation Fairs. Departmental recognition and appreciation efforts are supported as well.

#### Critical Functions in Employee Engagement Section

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

#### Special Projects in Employee Engagement Section

- Refresh current program guidelines for IDEA Rewards/ ESP Program and Employee Recognition Programs.
- Introduce new programming to engage employees with potential online peer-to-peer recognition program and additional events, including family friendly opportunities for employee appreciation.

#### Unmet Needs

- Complete upgrade to transition to Employee Discount Program website with search and merchant discount offer update capabilities.
- Create Countywide Peer-to-Peer Program online.

## II. Labor Relations and Compensation

During FY 2015-16, 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 remaining five bargaining units. This resulted in the successful ratification of two Collective Bargaining Agreements prior to the beginning of the October 1, 2016 fiscal year. The Unions with ratified agreements for 2014-17 are:

Negotiated FY 2015-16:

- IAFF Local 1403 – Fire Fighter
- Dade County PBA – Law Enforcement Supervisory & Rank and File Unit

Negotiated FY 2014-15:

- 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 2016 Preliminary Taxable Values, a 4% COLA was granted to non-bargaining employees and bargaining unit employees with ratified agreements.

As of December 2016, Labor Relations continues negotiation efforts with the County's two remaining bargaining unions:

- TWU Local 291 - Transport Workers Unit
- AFSCME Local 121 - Water and Sewer Employees Unit

During FY 2015-16, 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 and resolve disputes, 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;

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- Provide guidance to department liaisons to ensure compliance with A.O. 7-3 Disciplinary Actions, and specific provisions of the collective bargaining agreements;
- 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;
- In July 2016, the Division assumed the responsibilities of overseeing the Department of Transportation and Public Works (DTPW) Office of Civil Rights and Labor Relations in order to improve departmental efficiencies and disciplinary matters.

Unmet Needs in Labor Relations

1. Restore one Labor Management Officer (approximate cost \$93,600) 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

- 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 \$93,600) 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) classifications 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 \$88,600) 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.
3. Procure job evaluation system (software) to modernize the current manual job classification compensation process at an approximate cost of \$45,000.



### III. Payroll and Information Management

The Payroll and Information Management Division (PIM) is tasked with one of the department's most critical functions: the generation of the County's \$2.06B annual payroll. As a result of unprecedented 2011-14 collective bargaining agreements that resulted in pay reductions and benefit freezes and the ratification of the 2014-2017 collective bargaining agreements, 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. The ratification of the 2014-2017 collective bargaining agreements and changes to non-bargaining employees presented additional payroll changes that also resulted in extensive testing and implementations.

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 and HR transactions 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;
- Implement PeopleSoft Profiles to track drivers' licenses and professional licenses and certifications;

#### Unmet Needs in Payroll and Information Management

1. Hire an administrative secretary (approximate cost \$62,200) 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: PeopleSoft Human Resources, Absence Management and e-Performance at an approximate cost of \$80,000.
3. In connection with ERP implementation, Human Resources request the following positions:
  - a. One ERP Business Analyst 2 (OCC 381) at an approximate cost of \$115,800;
  - b. Two ERP Business Analyst 3's (OCC 382) at an approximate cost of \$261,000;
  - c. One Assistant Division Director (OCC 473) at an approximate cost of \$125,000.
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 and Fair Employment Practices**

The Human Rights and 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. 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 (CHR).

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 employment 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

- Conduct quarterly training sessions for the departmental Fair Employment Practices Liaisons (FEPL);
- Develop and disseminate a quarterly newsletter regarding new and emerging topics in civil rights, EEO, and diversity management;
- Finalize the development of an online complaint intake questionnaire, which will be available on the Division's website
- Continue the implementation of the Countywide "Diversity Matters" program and train employees in the organization;
- Revise and update the Division's website, brochures, publications, and public education and outreach materials;
- Develop and disseminate Standard Operating Procedures (SOP);
- Submit an application for the federal Housing and Urban Development Fair Housing Initiatives Grant.

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 \$198,000) 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 FEP section requests funding of one (1) Human Rights and Fair Employment Specialist (approximate cost \$99,000) 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 centralized human resource functions on a Countywide basis for all departments and the community at-large as it pertains to addressing workforce needs and recruitments. The division is tasked with staying abreast of rules, policies, and procedures on the local, state, and national levels and providing necessary training and workshops to all County departments for compliance purposes 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 Leadership Program
- Big Brothers, Big Sisters
- Urban Fellows

In 2016, HR reinstated the Mayor's Executive Leadership Program, where the County partners 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. We are continuing our relationship with Florida International University and Florida Memorial University, and expanding our invitation to students from the University of Miami and St. Thomas University.

The Training and Development section currently provides competency training to supervisors, professionals, and new employees. The section has launched the final training segment of the Strategic Leadership Development Competency Framework initiative. This segment is a one-day training program targeted for front-line employees and will have a direct impact on the services provided to the community in various areas. This training program is designed to address development needs of our front-line employees by addressing the following 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);
- Develop and administer entry level and promotional examinations;
- Create, implement, and update employment policies and procedures in compliance with County, State and Federal legislation;
- Meet with union officials to resolve employee issues.

Special Projects of Recruitment, Testing and Career Development

- 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 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.
2. Purchase marketing and promotional items to provide a career and internship fairs at an estimated cost of \$3,000.
3. The Division requests \$10,000 to update training videos used in the library of courses. There is a need to purchase 10 videos at an estimated cost of \$1,000 per video based on current industry prices. The majority of the current videos being used were procured over 10 years ago, are outdated and do not reflect the most current trends, thinking, concepts, technologies, environment, and presentation of actors. Many of these videos support learning for classes which are utilized Countywide. Some of these videos are used in classes such as: Customer Service, Stress Management, and Time Management. Career Development will generate the funds requested to purchase the updated videos in approximately 1-2 weeks.
4. Purchase a high quality scanner, Optimal Character Recognition, for the Testing & Validation section to replace scanner currently being used to score the answer sheets utilized for test administration. This will continue to ensure integrity of our scoring process. ITD estimates the approximate cost of \$4,000 per scanner.
5. Hire a clerical position in the Recruitment and Internal Section (approximate cost \$59,700). This section includes four distinct areas (Recruitment, New Hire Center, Internships, and Internal Placement). This position will provide clerical support for the Manager to include compiling public records requests, managing records retention, tracking buck assignments, back-up for New Hire Center staff, filing departmental correspondence, converting documents into EDMS and other duties, as needed.

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 \$103,000. This position would also support the preparation of the annual budget and special projects.
2. Renovate the 20<sup>th</sup> 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, 23<sup>rd</sup> floor.
3. Renovate HR office space on the 21<sup>st</sup> 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.

**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 2017-18:

Fund	Division	Position/Request	Pos. Qty	Salaries & Fringes or Operating Cost	Dept. Priority
10	Payroll & Information Management	Administrative Secretary (94)	1	62,200	1
10	Labor Relations	Labor Relations Officer (474)	1	93,600	2
10	Labor Relations-Compensation	Senior Compensation Specialist (553)	1	93,600	3
10	Labor Relations-Compensation	HR Personnel Services Specialist (Compensation Specialist) (543)	1	88,500	4
10	Administration	HR Business Systems Analyst I (425)	1	103,000	5
10	Recruitment, Testing & Career Development	Secretary (31)	1	59,700	6
10	Labor Relations-Compensation	Procure job evaluation system to modernize the current manual job classification compensation process	-	45,000	7
10	Payroll & Information Management	PeopleSoft Training for 4 HR employees	-	80,000	8
10	Administration	Temporary Employees (2) for scanning project of Compensation, Labor Relations and HRFEP files	-	20,000	9
10	Recruitment, Testing & Career Development	Participate in recruitment career fairs and internship events and purchase marketing and promotion items	-	8,500	10
10	Recruitment, Testing & Career Development	Purchase training videos to support training provided to County employees	-	10,000	11
10	Recruitment, Testing & Career Development	Purchase scanner for Testing & Validation	-	4,000	12
10	Payroll & Information Management	HR Space Renovations - 20th floor	-	100,000	13
10	Administration	HR Space Renovations - 21st Floor	-	100,000	14
	<b>Fund 10 Total</b>		<b>6</b>	<b>868,100</b>	



Departmental Business Plan and Outlook  
 Department Name: Human Resources  
 FY 2016-17 & 2017-18

Fund	Division	Position/Request	Pos. Qty	Salaries & Fringes or Operating Cost	Dept. Priority
30	Human Rights & Fair Employment Practices	CHR Specialists (Investigators) (639)	2	198,000	1
30	Human Rights & Fair Employment Practices	FEP Specialist (Investigator) (639)	1	99,000	2
	<b>Fund 30 Total</b>		<b>3</b>	<b>297,000</b>	
50	Benefits Administration-ESS	Secretary - ESS (31)	1	59,700	1
50	Benefits Administration	Purchase Wellness Works Promotional items	-	10,000	2
50	Benefits Administration	HR Space Renovation - Benefits, Move employees from 23rd to 20th Floor	-	100,000	3
	<b>Fund 50 Total</b>		<b>1</b>	<b>169,700</b>	
<b>DEPARTMENT TOTAL</b>			<b>10</b>	<b>\$1,334,800</b>	

	Division	Position/Request	Pos. Qty	Salaries & Fringes or Operating Cost	Dept. Priority
	Payroll & Information Management	Assistant Division Director (473)	1	125,000	1
	Payroll & Information Management	ERP Business Analyst 3 (382)	2	261,000	2
	Payroll & Information Management	ERP Business Analyst 2 (381)	1	115,800	3
<b>TOTAL ERP POSITIONS</b>			<b>4</b>	<b>\$501,800</b>	

### FUTURE OUTLOOK

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.

Departmental Business Plan and Outlook  
Department Name: Human Resources  
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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.