


UNIFIED PERSONNEL SYSTEM

Annex Building 4th Floor
400 S. Fort Harrison Ave
Clearwater, FL 33756
Phone: (727) 464-3367
Fax: (727) 453-3638
Website: www.pinellascounty.org/hr



Peggy Rowe
Director

TO: The Honorable Chair and Members of the Unified Personnel Board

FROM: Peggy Rowe, Director of Human Resources 

SUBJECT: Proposed FY 2014 HR Department Budget

DATE: May 10, 2013

The Human Resources Department has submitted its FY14 budget request to the County Administrator and presented it to the Board of County Commissioners. As you know, our department provides personnel programs and services to all Appointing Authorities in the Unified Personnel System.

Our department's mission is "To work in partnership with all Appointing Authorities within the Unified Personnel System in recruiting, developing and retaining the best possible workforce. We support a workplace environment that provides the highest standard of quality service, reflects our diverse community, and values personal growth, fairness and cooperation."

In addition to fulfilling our mission, we are also pursuing a number of strategic initiatives in order to simplify and streamline our processes and to respond effectively to ever-evolving customer needs. These initiatives and our budget request are outlined in the attached memorandum to Eric Naughton, Director, Office of Management & Budget, dated April 19, 2013. Also attached is a revised organizational chart for our department.


I request your approval of the FY 2014 Human Resources Department budget.

Attachments

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TO: Eric Naughton, Director, Office of Management & Budget
FROM: Peggy Rowe, Director of Human Resources 
DISTRIBUTION: Robert S. LaSala, County Administrator
Carl Harness, Assistant County Administrator
Mark Woodard, Assistant County Administrator
Linda Benoit, Sr. Financial Mgmt. Analyst, Office of Management & Budget
SUBJECT: Human Resources Department FY14 Budget
DATE: April 19, 2013

The Human Resources Department's FY14 budget submission meets the requested target of \$3,219,350. Our Department, pursuant to Pinellas County's Unified Personnel System Act CHAPTER 77-642, Laws of Florida, is mandated to provide personnel programs and services to Appointing Authorities in the Unified Personnel System. Those Appointing Authorities include the Business Technology Services, County Attorney, Clerk of the Circuit Court, Supervisor of Elections, Property Appraiser, Construction Licensing Board, Planning Council, County Administrator, Tax Collector and Human Rights.

Our department's mission is "To work in partnership with all Appointing Authorities within the Unified Personnel System in recruiting, developing and retaining the best possible workforce. We support a workplace environment that provides the highest standard of quality service, reflects our diverse community, and values personal growth, fairness and cooperation."

Human Resources is committed to developing and supporting a high performance organization. We envision a culture of continuous learning, investment in intellectual capital, succession planning, promoting leadership at all levels, developing specific leadership competencies, and empowering all employees to reach their full potential. An integral element of realizing full potential is maximizing the wellness of our workforce. By and large, the odds are good that our behavior, attitude, health status, self-esteem and on-the-job productivity are largely influenced by our co-workers and work site culture. We continue to promote an organizational culture that is suitable for building and sustaining a proactive employee-centered wellness program that incorporates incentives and strategies designed to drive down costs and drive up productivity and morale.

At the same time we are actively looking for ways to improve morale and foster more meaningful dialog with our employees. Our primary focus will be on our agility, flexibility, and capacity to create options to meet the specific needs of our customers. We must pursue these goals with an eye to sustainability and continual process improvement. We recognize that a one-size fits all approach to our processes no longer works. We need to continue to strengthen connections with all our Appointing Authorities as well as with individual employees and our citizens.

This year, Human Resources Department realigned its program structure to more accurately reflect the functional distinctions between human resources functions. Fiscal Year 2014 programs are allocated as follows:

| Program | Personal Services (Salaries & Benefits) | Line Items (Operational budget) | FY14 Total Program Allocation |
|---|--|------------------------------------|-------------------------------|
| Employee Benefits | \$451,500 | \$7,920 | \$459,420 |
| Employment & Human Resources Information System | \$665,250 | \$99,760 | \$765,010 |
| Employee Relations | \$321,270 | \$13,030 | \$334,300 |
| Training & Development | \$409,010 | \$22,860 | \$431,870 |
| Employee Communications | \$150,580 | \$6,110 | \$156,690 |
| Employee Health Benefits Program | \$17,630 | -0- | \$17,630 |
| Unified Personnel System Support | \$292,830 | \$66,420 | \$359,250 |
| Classification and Compensation | \$332,290 | \$1,160 | \$333,450 |
| Volunteer Services | \$329,700 | \$32,030 | \$361,730 |
| TOTAL | \$2,970,060 | \$249,290 | \$3,219,350 |

In order to achieve our goals, we will concentrate on several initiatives to improve our recruitment and retention of our top performers. Specific process improvements for the next 3 years include our **hiring process, performance evaluation** and **our compensation**. We understand that our workforce will continue to be composed of both paid employees and volunteers, and the **vertical integration of volunteers** is critical to our organization's future sustainability.

Decision Package

While we expect to have adequate resources to accomplish most of the strategic goals outlined below, we have included in our decision package a request for an additional non-recurring \$70,000 **for one year only** to accomplish the process improvements required for our hiring process.

Our department and the organizations we serve have identified an urgent need to streamline our present hiring process to reduce the time and effort it takes to recruit for and select for a vacancy. Our department anticipates having the capacity and the resources to accomplish this task as a result of anticipated retirements at the end of FY14.

County organizations would greatly benefit if we could establish more expedient and less cumbersome hiring processes and practices before that time. The \$70,000 would allow us to pursue changes to expedite our processes and allow for just in time hiring. With the exception for upfront money to allow the system to be established, implemented and fully operational, we expect to absorb future costs within our existing budget.

Strategic Initiatives

The following plan outlines the action steps already underway and our strategies for the next 3 years.

- On November 5th we **restructured our department** to flatten the organization, consolidate functions, and concentrate our focus on our strategic objectives. It is critical that Human Resources model a less hierarchical, more collaborative environment that encourages decision making at the lowest level, reduces bureaucratic roadblocks, and is more economically sustainable.
- Human Resources is leading an enterprise wide transformation in our **workforce analysis and workforce planning**. An experienced HR manager was assigned to lead this effort on a full time basis. She is meeting individually with Appointing Authorities and directors throughout the UPS to determine the competencies and skills needed in the next 5 years. She is assisting departments in ascertaining their resources and their resource restrictions.

We will analyze the skill sets we'll need, those we currently have, as well as what we expect to lose through retirements and attrition. We'll emphasize **gap analyses of current employees and create development plans** to assist employees attain higher performance within their current positions and better position them for future needs. Analysis of bench strength will be coupled with better interviewing and hiring techniques. To attract the best and brightest from all demographic groups, we will partner with the Diversity Initiatives' established networks to broaden our outreach efforts. We also plan a new, user friendly online application form.

- To expand **our volunteer services program**, we will add more professional level projects appropriate for undergraduate and graduate level students. We will also broaden our technical internship program. An ancillary benefit of these ongoing initiatives is introducing more millennials to our workforce. We will continue to grow our Ambassador Programs to bolster support for community initiatives sponsored by Pinellas County government. To enhance our retention efforts, our annual volunteer retention survey will help determine how best to increase satisfaction and our exit survey instrument will identify areas of dissatisfaction.
- We have implemented a **master training plan** for the County Administrator's staff which reinforces leadership at all levels. We are currently training 200 directors and their direct reports and a second wave of training beginning with mid-managers and their direct reports will continue until every employee in the BOCC receives leadership training. Fostering a learning organization will continue beyond this strategic plan and will be woven into the fabric of our culture.

Supporting this cultural transition are our **Just-In-Time Training Video Library** offering short vignettes relevant to specific training needs and accessible via the internet and other social media. We are leveraging the talents of our Communications Department and our Succession Management Supervisory participants to develop this library.

- Forty six Director Level and Mid-Management Level **succession management** participants have successfully completed their two year leadership course. Thirty-two Supervisory Level participants currently participate in Achieve Global training, personal coaching, development projects and networking opportunities. In addition to their individual development, their enhanced leadership competencies benefit the culture of their respective departments and our entire organization.
- We recently completed a five month research project aimed at improving our **performance management system**. The project involved a workgroup comprised of employees at all levels of the organization from several appointing authorities. At the same time, we found a way to input performance appraisals directly into OPUS. We are developing a more informal, less structured performance appraisal option that can be input directly into OPUS that offers a 360 degree feature. We expect this new option will encourage more frequent and meaningful dialog between employees and their supervisors. We are strongly encouraging all managers and supervisors to meet with their employees at least once a quarter for two way communication about shared goals, clearly defined performance expectations, and progress on individual development plans.
- A critical component of effective performance management is the ability to tie compensation to specific accomplishments and demonstrated skills. Our performance management workgroup also supported this concept. We will recommend a **new compensation system** that would allow each Appointing Authority and their respective departments more latitude in rewarding individual and team performance.
- We have commissioned a workgroup of employees from all levels of the organization to **revise the Personnel Rules**. The goal is to simplify the rules and reduce the number of our transactions that need to be approved by the Personnel Board. Each individual rule is being examined to determine its clarity and raison d'être. Our initial focus is on disciplinary regulations and guidelines.
- To encourage **enhanced employee engagement**, we plan to conduct a 35 item biennial employee survey, disseminate information, and encourage employees to voice concerns and suggest ideas. We will also restructure, modernize and revitalize our service award program while consolidating it with a revised suggestion award program
- With collaboration and extensive support from the Communications Department. We created a single **new website**. The new site provides continuity in design with most county sites. It also simplifies navigation and offers a variety of communication tools including more emphasis on YouTube, social media and web-based training.

Coupled with approval of the \$70,000 non-recurring request in the decision package, the FY14 budget allocation will permit the department to accomplish these worthwhile goals.



HUMAN RESOURCES ORGANIZATION CHART

UNIFIED PERSONNEL BOARD

Peggy Rowe
Director
HRD/E1

Connie Chancey
Executive Administrative Secretary
HRD/E17

Beverly Waldron
WORKFORCE PLANNING
Human Resources
Manager
HRD/E5

Gene Pressoir
Human Resources General
Manager
HRD/E2

David Blasewitz
EMPLOYEE BENEFITS
Human Resources Manager
HRD/E4

Laura Berkowitz
COMMUNICATIONS & VOLUNTEER
SERVICES
Human Resources Manager
HRD/E15

Jack Loring
EMPLOYMENT & COMPENSATION
Human Resources Manager
HRD/E13

Jean Magee
EMPLOYEE RELATIONS
Human Resources Manager
HRD/E9

TRAINING AND DEVELOPMENT

Joan Read
Organizational Development
& Training Officer
HRD/E12

Vacant
Human Resources Analyst
HRD/C47

Jeff Withrow
Human Resources Support
Specialist
HRD/C33

Carol Strickland
Human Resources
Technician
HRD/C16

Carolyn Mann
Human Resources
Coordinator
HRD/E11

Beth Woodbury
Health & Wellness Specialist
HRD/E18

Mary Flockeizi
Human Resources Analyst
HRD/C35

Sue Keim
Human Resources
Specialist
HRD/C12

Milvera Santiago
Human Resources
Technician
HRD/C15

Mary Kvan
Human Resources
Coordinator
HRD/E19

Mary Sault
Human Resources Specialist
HRD/C45

Cantece Hamon
Human Resources
Technician
HRD/C40

Carol Barkalow
Special Projects Assistant
HRD/E20

Sarah Markofski
Special Projects Assistant
HRD/C46

Bertha Battle
Human Resources
Coordinator
HRD/E14

Shara Stubbins
Human Resources
Aide
HRD/C14

Alan Goetz
Human Resources Analyst
HRD/C24

Joni Valliere
Human Resources Analyst
HRD/C42

Gene Fields
Human Resources
Specialist
HRD/C33

James Owens
Human Resources Support
Specialist
HRD/C34

Barb McKee
Human Resources Support
Specialist
HRD/C36

Mary Beth Keller
Human Resources Support
Specialist
HRD/C31

Gloria Castleberry
Human Resources
Technician
HRD/C17

Jim Valliere
Human Resources
Coordinator
HRD/E8

Peggy Sellards
Human Resources
Specialist
HRD/C9

Janie James
Administrative Support
Specialist
HRD/C30