

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

FROM: Peggy Rowe, Director of Human Resources

SUBJECT: Restructuring of the Human Resources Department

DATE: December 1, 2014

REQUEST: I request approval for the classification changes attached for the Human Resources Department for my proposed department restructuring.

BACKGROUND:

Pursuant to the Resolution granting the Director of Human Resources authority for specific administrative and technical activities I have been providing you monthly reports summarizing changes being made within departments. As you might recall the Resolution states:

“NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:

*Section 1. The Director of Human Resources is vested with the authority to act on behalf of the Board **on all matters outside of the Human Resources Department involving** establishing new classifications in, and making changes to, the Classification Plan; establishing new classifications in the exempt service; approving extensions of temporary employment beyond the initial period; and approving initial classified service appointments at more than the third quartile of the pay range established for the job classification, and in doing so shall exercise authority over the following.”*

I have worked with members of my staff over the past several months to develop an organizational structure that best meets the needs of the department and the Unified Personnel System moving forward.

The Purpose of our Restructuring is to ensure that we are equipped to provide a collaborative and systematic approach to problem solving as we assist departments in reaching their goals.

We endeavor to position ourselves in the best possible place in order to meet the needs of our partners and help them succeed in fulfilling their mission.

Historically we have been more reactive than proactive and have fulfilled requests from departments. We will certainly continue to do that. However, having a more holistic and collaborative approach will allow us a greater ability to utilize the many skills/talents of co-workers in HR to provide well informed advice to our partners.

The world around us is constantly changing and it's changing at an increasingly rapid pace. We must be able to anticipate and adapt to new challenges quickly. The proposed organizational structure will better position us to meet the needs of our customers with efficiency, speed and effectiveness.

What would happen if no change were made?

Without these changes, our department will not be as prepared as we can be or agile enough to respond to customer needs. For example, external job candidates may be less likely to seek employment with the County if our processes and service levels are seen as antiquated, inferior or nonresponsive. Additionally, we strive to drive greater engagement between employees and their Appointing Authority.

What is the scope of the change?

I have reorganized the department to create greater connections and collaboration among the various functions. Some functions have been redistributed; some have been renamed; some duties have been reassigned. Reporting relationships have changed.

Regardless of what the organizational chart looks like, one significant change will be the gradual disappearance of the lines of separation within our organization and the way we work together. HR employees will have the opportunity to contribute to other functions in addition to their primary responsibility. I have encouraged them to do so in an effort to increase our department's versatility and flexibility and to better prepare them for future career opportunities. Our new structure will offer many more opportunities for our staff to assume leadership roles and collaborate with teams of colleagues across various functions.

Who is impacted?

Nearly all of us are impacted in some way. We are moving to a structure that creates a broader and more flexible span of operations. ***I have spoken with each of my employees individually*** about the new structure. I anticipated that many of the employees in the department will embrace the proposed change and many have done so.

How will our work processes change?

As you well know, we have made several changes in recent years ranging from Oracle e-Business Suite as our enterprise-wide system to Taleo for our recruitment software and as a tool to help manage performance. The objectives for this restructuring are the same: to become more responsive by being faster and more cost-effective while providing even better service. Changes like these will continue to occur as new options become available, demands change, etc. These process improvements must and will occur independently of organizational changes.

How will our customers experience change?

By working across different HR functions, we will have an improved understanding of the business of HR in general. This, in turn, will help allow us to respond more rapidly and seamlessly to our customers' needs. We will be in more direct contact with one another and our customers. These relationships will help build alliances to better understand one another and facilitate partnerships to identify with our customers and address opportunities for improvement.

An additional clear benefit of making these changes will be that as leaders retire from the Human Resources Department; we will have successors ready to step into those roles.

How will the culture and values of our organization change?

We already work well together as a team and I would like to extend my deep appreciation for all of my staff's collaborative efforts. Yet, like all teams anywhere, we have opportunities to improve. I intend for us to redouble our efforts to respond to our customers. That means making our customers the first priority and making sure we respond to their inquiries within a few hours.

We are all responsible for the success of our organization and I expect much more cross-functional involvement and collaboration. We cannot afford to have a single aspect of any function capable of being performed by only one individual. I am encouraging all HR employees to view our department as a whole, not as separate functions. I expect the thinking of members of my staff to shift from "mine" to "ours."

How long will it take to implement this change?

Our new organization is effective in December assuming the approval by the Personnel Board at its December meeting.

What barriers or obstacles do we foresee?

First and foremost, I need my staff's and the Board's support and cooperation. I would like us to embrace our new future. This change is necessary in order to sustain our organization going forward. I know it can be difficult to have to adapt to changing needs and expectations.

It's nearly impossible to affect change throughout an entire department and to have everyone satisfied with those changes. I have done my best to balance various objectives and various interests.

Proposed Structure

I will have three divisions each with a division director. There is an expectation that members within these divisions are highly collaborative with each other and with other partners. Within the divisions, there will be some HR Officers who will be responsible for overseeing programs that require technical expertise and touch all employees throughout the Unified Personnel System.

Attached you will find a summary of the existing positions and classifications and my proposed changes to those. Additionally, you will find the proposed classification specifications for the new classifications. I respectfully request your approval.

Organizational Realignment of Human Resources

Administration

Executive direction for the Unified Personnel System in support of the missions and goals of the Appointing Authorities. Functional oversight for: rules & policies, HR Department budget, investigations, Employee Advisory Committee liaison, Personnel Board, property & equipment within the HR Department, grievance administration, purchasing, public records, and communications.

Position	New Classification	PG	Previous Classification	PG	Comment
Encumbered HRD/E1	HR Director	E4	HR Director	E4	No change
Encumbered HRD/E17	Exec Admin Sec	P5	Exec Admin Sec	P5	No change

HR Services

Coordination and service delivery of traditional, core HR functions. Functional oversight for: benefits, classification & compensation, employment, volunteer services, wellness, HRIS/technical support, records administration, special events, service awards, background checks, unemployment claims, exit interview administration, and coaching & counseling

Position	New Classification	PG	Previous Classification	PG	Action
Encumbered HRD/E4	HR Division Dir	SM3a	HR Manager	SM3b	Title & pay grade change
Encumbered HRD/E11	HR Officer	SM5b	HR Coordinator	P1	Title & pay grade change
Encumbered HRD/E13	HR Officer	SM5b	HR Manager	SM3b	Title & pay grade change
Encumbered HRD/E14	HR Officer	SM5b	HR Coordinator	P1	Title & pay grade change
Encumbered HRD/E19	HR Business Partner	P1	HR Coordinator	P1	Title change
Encumbered HRD/E22	HR Business Partner	P1	HR Coordinator	P1	Title change
Encumbered HRD/C24	HR Analyst	CL18	HR Analyst	CL18	No change
Encumbered HRD/C34	HR Analyst	CL18	HR Suprt Spec	CL17	Reclassification
Encumbered HRD/C36	HR Analyst	CL18	HR Suprt Spec	CL17	Reclassification
Encumbered HRD/C42	HR Analyst	CL18	HR Analyst	CL18	No change
Encumbered HRD/C7	HR Sr. Associate	CL15	HR Specialist	CL16	Title & pay grade change

Encumbered HRD/C45	HR Sr. Associate	CL15	HR Specialist	CL16	Title & pay grade change
Encumbered HRD/C17	HR Associate	CL13	HR Technician	CL13	Title change. Position to be re-evaluated for alternative assignment upon incumbent retirement in FY15.
Encumbered HRD/C30	HR Associate	CL13	HR Technician	CL13	Title change
Encumbered HRD/C35	HR Associate	CL13	HR Technician	CL13	Title change
Encumbered HRD/C40	HR Associate	CL13	HR Technician	CL13	Title change
Encumbered HRD/C50	HR Associate	CL13	HR Technician	CL13	Title change
Encumbered HRD/C14	HR Assistant	CL11	HR Aide	CL10	Title & pay grade change
Encumbered HRD/C15	HR Assistant	CL11	HR Technician	CL13	Title & pay grade change
Encumbered HRD/C48	HR Assistant	CL11	Admin Supt Spec	CL11	Title change
Encumbered HRD/C49	Office Assistant	CL4	Office Assistant	CL4	No change
Encumbered HRD/C49	Spec Proj Asst A EEO2	CL55	Spec Proj Asst A EEO2	CL55	No change

Performance & Development

Coordination and service delivery focused on team and individual performance and professional growth. Functional oversight for: strategic partnering & planning, training, organizational development, performance management, grievance & discipline processes, and coaching & counseling.

Position	New Classification	PG	Previous Classification	PG	Action
Encumbered HRD/E2	HR Division Dir	SM3a	HR Manager	SM3b	Title & pay grade change
Encumbered HRD/E21	HR Officer	SM5b	HR Org Trng & Dev Ofcr	SM5b	Title change
Encumbered HRD/E8	HR Business Partner	P1	HR Coordinator	P1	Title change
Encumbered HRD/E9	HR Business Partner	P1	HR Manager	SM3b	Title & pay grade change
Encumbered HRD/C47	HR Business Partner	P1	HR Analyst	CL18	Reclassification
Encumbered HRD/C9	HR Associate	CL13	HR Technician	CL13	Title Change
Encumbered HRD/C16	HR Associate	CL13	HR Technician	CL13	Title Change
Encumbered HRD/C33	to be determined		HR Suprt Spec	CL17	under further review

Encumbered HRD/E23	Spec Proj Asst C EEO2	150	Spec Proj Asst C EEO2	150	No change
Encumbered HRD/E24	Spec Proj Asst C EEO2	150	Spec Proj Asst C EEO2	150	No change

Research & Special Projects

Creation, development, and implementation of major new initiatives. Functional oversight for: research (including surveys and focus groups), special projects, workforce planning, executive recruitment, exit interview analysis, and coaching & counseling

Position	New Classification	PG	Previous Classification	PG	Action
Encumbered HRD/E5	HR Division Dir	SM3a	HR Manager	SM3b	Title & pay grade change
Encumbered HRD/E15	HR Division Dir	SM3a	HR Manager	SM3b	Title & pay grade change. Position to be re-purposed upon incumbent retirement in FY15.
Encumbered HRD/E20	Spec Proj Asst C EEO2	150	Spec Proj Asst C EEO2	150	No change

New Job Classifications

Job Classification

HR Division Director
HR Officer
HR Business Partner
HR Senior Associate
HR Associate
HR Assistant

Pay Grade

SM3a
SM5b
P1
CL15
CL13
CL11

Deleted Job Classifications

(includes job classifications that were retitled)

Job Classification

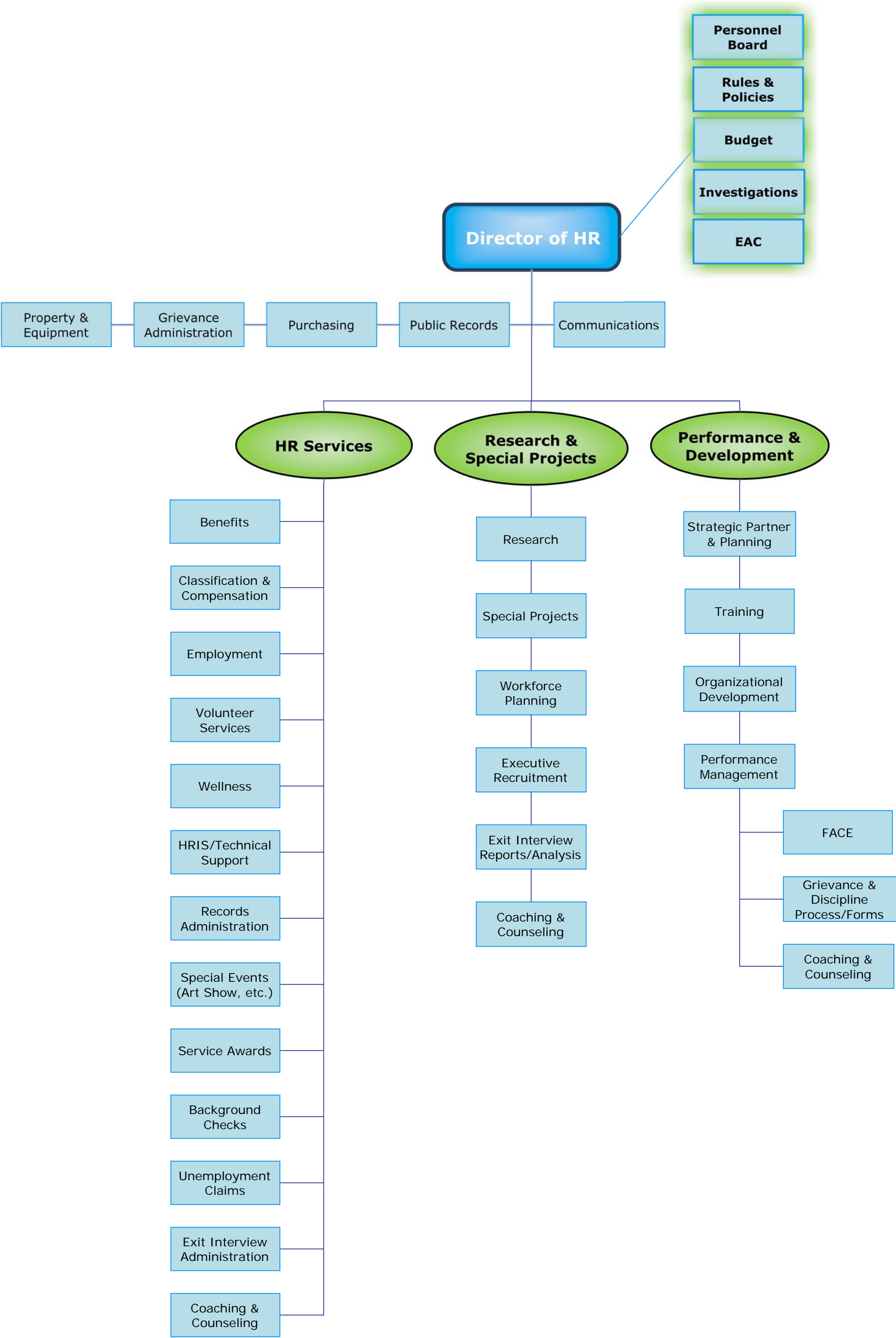
HR Manager
HR Coordinator
HR Specialist
HR Technician
HR Aide

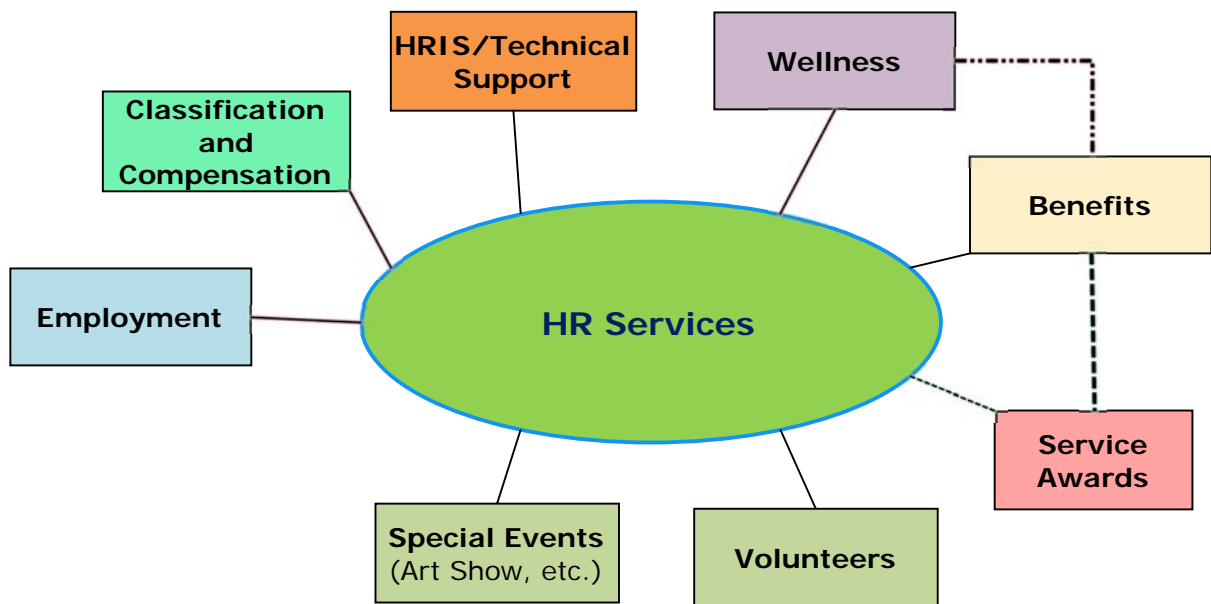
Pay Grade

SM3b
P1
CL16
CL13
CL10

The following classification will be deleted upon completion of review and reclassification of HRD/C33
HR Support Specialist

CL17









Human Resources Division Director

Job Code	Pay Grade
	SM3a

Nature of Work

This is highly responsible managerial and supervisory work directing and leading one of three divisions of the Human Resources Department in the support of the Pinellas County Unified Personnel System. The three divisions are: HR Services, Performance and Development, and Research and Special Projects. An employee of this class ensures quality operations of human resource processes and is responsible for planning, supervising and coordinating personnel programs. (Depending on division) Programs could include recruitment and selection, employment, HRIS, volunteer services, benefits, communications, training, organization development, records administration, employee relations, performance management, pay and classification, and research and development. Work involves supervising and coordinating other staff in the development, implementation, and maintenance of major personnel programs, conferring with appointing authorities and departmental managers regarding matters of personnel administration and developing policies, procedures and programs consistent with the County's Unified Personnel System. Work is performed with considerable independent judgment and initiative under the general supervision of the Director of Human Resources.

Minimum Qualification Requirements

- Bachelor's degree in personnel or human resources management, public or business administration, finance or directly related field and 7 years of professional human resources management operations experience with 3 years of direct experience in the areas of assignment in a leadership role; or
- Masters degree in related field and 5 years experience as described above including 3 years of direct experience in the areas of assignment in a leadership role; or
- An equivalent combination of education, training, and/or experience.

Appointing Authority May Also Require

- Florida Driver's License.
- Assignment to work a variety of work schedules including compulsory work periods in special, emergency, and/or disaster situations.
- Candidate to demonstrate competence, possess specialized training, or certifications in one or more specific HR programs and functions.
- Other highly desirable knowledge, skills, abilities, and credentials relevant to a position.

Illustrative Tasks (These are examples and are not all inclusive.)

- Implements and administers personnel processes governing policies, rules, regulations, and practices.
- Coordinates and directs the formulation, development, and implementation of major new initiatives which may impact the entire Unified Personnel System or multiple human resources programs.
- Manages and supervises the budget and staff resources to provide personnel services and implement a comprehensive mix of personnel/human resource programs and personnel services.
- Represents the organization at meetings, conferences, and other important operations meetings interacting with officials and managers to administer personnel programs and deliver high quality services.
- Supports managers/officers in planning and directing assigned personnel programs and all departmental activities and completes special projects and special assignments that impact the entire workforce.
- Assists managers in the preparation of policies, procedures and prepares budget and controlling departmental procedures/operations to conform with requirements and resource plans.
- Advises managers, officials, employees and others on complicated administrative employment issues, rules and regulations.
- Conducts research and analyzes data to make recommendations and author reports, communications, and important decision papers to overcome organizational problems, improve operations, to develop/improve personnel rules, regulations, policies and programs.

HR Division Director (continued)

Job Code	Pay Grade
	SM3a

Illustrative Tasks (continued)

- May supervise a staff of professional, technical, and/or clerical employees as well as conduct or assist others on completion of performance reviews, handle disciplinary actions, and recommend action on discipline, grievances, hiring, and termination.
- Administers and interprets county personnel policies for administrators, managers or individual employees.
- Serves as a member of the organization's management team interacting and coordinating with other officials to maintain, improve, and implement state-of-the art human resource programs and services.
- Coordinates and administers computer based programs, policies, and procedures as necessary to implement human resource operations/programs plus ensures computer related processes run smoothly.
- Performs personnel administrative duties including assisting the director in the preparation of the budget and controlling departmental operations to conform with approved budgets.
- Performs work method studies and cost analyses within the department and recommends procedural and operational changes or modifications.
- Acts as an advisor to upper and middle management on the issues of American's with Disabilities Act (ADA) and Family Medical Leave Act (FMLA) and how they affect their responsibilities.
- Makes recommendations regarding development of personnel rules, regulations, policies and programs.
- Performs related work as assigned or required.

Knowledge, Skills, and Abilities

- Knowledge of public administration principles and practices.
- Knowledge of merit system principles and policies.
- Knowledge of the principles, practices and procedures of public personnel administration including new developments, current literature and sources of information in public personnel administration.
- Knowledge of statistical concepts, research methods, and data analysis.
- Knowledge of federal, state and local laws and guidelines pertaining to personnel administration.
- Knowledge of recent developments, current legislation and literature in the field of personnel administration and labor relations.
- Ability to establish and maintain effective working relationships with administrative officials, associates, and the general public.
- Ability to research and develop administrative practices, procedures, and systems for personnel programs.
- Ability to plan and supervise the work of subordinates.
- Ability to apply computer applications and software.
- Ability to communicate effectively, both orally and in writing.

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Revised	EEOC Code	Overtime Code
11/14	Officials & Managers	Exempt

Human Resources Officer

Job Code	Pay Grade
	SM5b

Nature of Work

This is highly responsible, professional and supervisory human resources work in assessing, planning, supervising, and directing work in one of the following areas of human resources (HR): benefits, classification and compensation, recruitment and selection, or training and development. An employee in this classification serves as a technical expert in the area of responsibility and is responsible for planning, directing, supervising and coordinating other professional and technical staff to implement complex human resource programs involving complex specialized areas and assignments in training; compensation and classification, recruitment and selection, records administration, benefits, and other human resource functions. The incumbent makes decisions and prepares reports, and recommends new or modifications in existing system wide policies and programs. The incumbent supervises human resource functions vital to the County's human resource programs and operations and is expected to work collaboratively with other Human Resource Officers, Human Resource Business Partners, and other HR staff to design and develop integrated programs which meet professional standards and best meet the evolving needs of the appointing authorities and the UPS. The position reports to a Division Director; work is performed under general direction with considerable latitude for individual initiative and judgment and is reviewed by observation of results achieved and periodic reports and conferences.

Minimum Qualification Requirements

- Bachelor's degree in human resources, organizational development, education, public administration or directly related field and 4 years of professional human resources experience in the relevant area of human resources with 2 years of leadership or supervisory experience; or
- Master's degree and 2 years of leadership or supervisory experience in the relevant area of human resources; or
- An equivalent combination of education, training, and/or experience.

Appointing Authority May Also Require

- Florida Driver's License.
- Assignment to work a variety of work schedules including compulsory work periods in special, emergency, and/or disaster situations.
- Candidate to demonstrate competence, possess specialized training, or certifications in one or more specific HR programs and functions.
- Other highly desirable knowledge, skills, abilities, and credentials relevant to a position.

Illustrative Tasks (These are examples and are not all inclusive.)

- Supervises professional, technical and/or clerical staff engaged in the day-to-day operations of an area(s) of human resources.
- Implements and administers personnel processes governing policies, rules, regulations, and practices.
- Supports HR Director and Division Directors in planning and directing assigned human resources programs and all department activities and completes special projects assignments.
- Advises directors, officials, employees and others on complicated administrative and technical employment issues, rules, laws, and regulations.
- Recommends policies and procedures within area(s) of expertise/assignment including modifications and improvements which meet professional standards and contribute to the improved effectiveness of the Unified Personnel System.
- Administers and interprets county personnel policies for administrators, managers or individual employees.
- Coordinates and administers computer based programs, policies, and procedures as necessary to implement human resource operations/programs plus ensures computer related processes run smoothly.
- Partners with organizational leaders to identify needs within HR area of assignment and implements new programs and training as needed.
- Advises senior leadership regarding initiatives and activities that promote maximum staff effectiveness and creates a positive impact on organizational performance.

HR Officer (continued)

Job Code	Pay Grade
	SM5b

Illustrative Tasks (continued)

- Plans, launches, monitors, and acts on long-range improvement initiatives that are aligned with the organization's strategic goals.
- Designs and establishes benchmarks that measure the impact and effectiveness of human resources programs within area of assignment.
- Forges working relationships with internal and external stakeholders, including but not limited to universities/colleges, public schools, private industry, government entities, etc.
- Coordinates and manages needs assessments of internal stake holders such as frontline leaders, individual contributors, support staff and others.
- Identifies opportunities to share best practices and improve technical and organizational effectiveness across units.
- Performs related work as assigned or required.

Knowledge, Skills, and Abilities

- Knowledge and technical expertise in the area of assignment including best practices for today and the future.
- Knowledge of public administration techniques, principles and practices.
- Knowledge of Federal, State of Florida, and local laws and guidelines pertaining to employment with specific attention to the area of assignment.
- Knowledge of merit system principles and politics.
- Knowledge of computer systems and operations to implement and administer human resource operations and services.
- Ability to apply technical expertise creatively to best achieve organizational goals and meet professional standards.
- Ability to develop and implement progressive policies and practices within area of assignment to achieve productivity, cost containment, and other human resource objectives.
- Ability to supervise and lead a diverse staff responsible for implementation of technical area(s) of human resources services.
- Ability to establish and maintain effective working relationships with administrative officials, associates, and the general public.
- Ability to develop administrative practices, procedures, and systems for a human resources program.
- Ability to analyze facts and to exercise sound judgment and to arrive at valid conclusions.
- Ability to prepare and deliver instruction and learning plus lead individuals and groups to meet desired objectives.
- Ability to effectively communicate both orally and in writing to groups and individuals.
- Ability to present ideas persuasively to internal and external audiences.
- Ability to encourage, motivate and guide individuals and teams in learning and improving effectiveness.
- Ability to contribute to operational, tactical, and strategic planning in support of the organization's business plan.
- Ability to develop visual aids and other instructional materials to meet informational and training needs.
- Ability to develop and maintain effective working relationships with vendors, manufacturers, elected officials, management, employees, and the general public.

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Revised	EEOC Code	Overtime Code
11/14	Officials & Managers	Exempt

Human Resources Business Partner

Job Code	Pay Grade
20152	P1

Nature of Work

This is responsible professional work coordinating projects with staff to implement human resource (HR) processes and program of the Pinellas County Unified Personnel System (UPS). An employee performs as a lead worker responsible for planning and coordinating other professional and technical staff to implement complex human resources programs in one or more major HR activities and program areas. (Examples include: organizational development, training, benefits and wellness, performance management, volunteer services, communications, etc.) Emphasis is placed on relieving senior managers of professional level assignments, special projects, and important policy or management level assignments to ensure delivery of timely services and strong departmental communications. Work may involve supervising, training, and coordinating with other staff in the development, implementation, and administration of major personnel programs, conferring with appointing authorities and department managers on personnel administration, as well as assisting with the research or development of policies and procedures consistent with the UPS. The incumbent makes decisions, prepares reports, and makes recommendations on important policies and programs. Work is performed with considerable independent judgment and initiative. The incumbent reports to the Director, HR Division Director or designee.

Minimum Qualification Requirements

- Bachelor's degree in personnel or human resources management, public or business administration, finance or directly related field and 4 years of highly technical and professional human resources management operations experience with 3 years of direct experience in the area of assignment with lead worker, or supervisor or supervisory training; or
- Associate's degree in personnel management, public or business administration, finance or directly related field and 6 years experience as described above including 3 years of direct experience in the area of assignment with lead worker, or supervisor or supervisory training; or
- An equivalent combination of education, training, and/or experience.

Appointing Authority May Also Require

- Florida Driver's License.
- Assignment to work a variety of work schedules including compulsory work periods in special, emergency, and/or disaster situations.
- Candidate to demonstrate competence, possess specialized training, or certifications in one or more specific HR programs and functions.
- Other highly desirable knowledge, skills, abilities, and credentials relevant to a position.

Illustrative Tasks (These are examples and are not all inclusive.)

- Implements and administers personnel processes governing policies, rules, regulations, and practices.
- Implements and manages important and sensitive personnel programs, operations, and activities.
- Participates in special studies, surveys and the collection of information on difficult operational and administrative problems; prepares reports recommending solutions or courses of action.
- Researches, analyzes, and resolves complex problems and policy issues related to HR including handling difficult sensitive, and often cases and assignments that may include employment problems or controversy.
- Coordinates HR activities impacting UPS HR policies, processes, and activities.
- Represents management at meetings, conferences, and other important operations meetings interacting with officials and managers to implement personnel programs and deliver high quality services.
- Advises managers, officials, employees, and others on complex administrative employment issues, rules, and regulations.
- Reviews and approves/disapproves disciplinary actions and terminations and facilitates disciplinary interviews including pre-disciplinary hearings.
- Interprets HR policies, rules, and regulations for administrators, managers, or individual employees.

HR Business Partner (continued)

Job Code	Pay Grade
20152	P1

Illustrative Tasks (continued)

- Researches, prepares, and coordinates establishment of new or revisions in policies and procedures to deliver, maintain, and improve HR customer service.
- May supervise a staff of professional, technical, and/or clerical employees as well as conduct or assist others on completion of performance reviews, handle disciplinary actions, and recommend action on discipline, grievances, hiring, and termination.
- Consults and counsels employees, managers, and supervisors on highly specialized HR matters as well as the full range of HR services and programs.
- Prepares, coordinates, and delivers services to support workshops, training, education, and special workforce projects or employment related matters.
- Performs related work as assigned or required.

Knowledge, Skills, and Abilities

- Knowledge of public administration principles and practices
- Knowledge of human resources programs, principles, and practices.
- Knowledge of employment and labor laws, regulations, and requirements.
- Knowledge of office automation, data processing principles and practices.
- Knowledge of statistical concepts and methods.
- Knowledge of laws, rules, and regulations applicable to county government.
- Ability to apply computer applications and software.
- Ability to analyze facts and to exercise sound judgment and to arrive at valid and appropriate conclusions.
- Ability to prepare and deliver instruction and learning plus lead individual and groups to meet desired objectives.
- Ability to prepare written reports.
- Ability to analyze and solve administrative problems and to render advice and assistance to managers, supervisors, employees, applicants, and other individuals.
- Ability to supervise the work of subordinate staff.

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Revised	EEOC Code	Overtime Code
11/14	Officials & Managers	Exempt

Human Resources Analyst

Job Code	Pay Grade
20140	CL18

Nature of Work

This is advanced level professional work developing and implementing a variety of human resources (HR) management programs. Employees in this class develop, implement, and maintain professional human resources programs in one or more specialized HR areas. Incumbent performs complex assignments with considerable independent judgment and initiative, but refers problems of an unusual nature to a superior for resolution. With approval of the Director of Human Resources, an incumbent in the Human Resources Senior Associate classification may be promoted to this full performance level upon attainment of advanced competency. This position reports to a supervisor or designee.

Minimum Qualification Requirements

- Bachelor's degree in human resources management, personnel administration, business, public administration, or related field and 3 years of professional experience that includes 2 years professional experience in the job's specialized field or assignment (such as classification, recruitment and selection, benefits, employee relations, employee development, human resources information systems, or other specialized HR area of assignment); or
- Associate's degree in human resources management, personnel administration, business, public administration, or related field and 5 years of professional experience that includes 2 years professional experience in the job's specialized field or assignment (such as classification, recruitment and selection, benefits, employee relations, employee development, human resources information systems, or other specialized HR area of assignment); or
- 7 years of professional experience that includes 2 years professional experience in the job's specialized field or assignment (such as classification, recruitment and selection, benefits, employee relations, employee development, human resources information systems, or other specialized HR area of assignment);
- An equivalent combination of education, training, and/or experience.

Appointing Authority May Also Require

- Florida Driver's License.
- Assignment to work a variety of work schedules including compulsory work periods in special, emergency, and/or disaster situations.
- Candidate to demonstrate competence, possess specialized training, or certifications in one or more specific HR programs and functions.
- Other highly desirable knowledge, skills, abilities, and credentials relevant to a position.

Illustrative Tasks (These are examples and are not all inclusive.)

- Performs professional level assignments in any combination of HR functions including total compensation, employment, employee relations, training, volunteer services, and other HR programs.
- Coordinates, administers, and communicates assignments and projects interacting with employees, supervisors, managers, vendors, and customers on a wide range of policies and procedures that implement pay, recruitment, health, retirement, employee relations, and communication on agency HR support and activities.
- Analyzes, researches, and makes recommendations to improve HR policies, procedures, and programs to include preparation of HR program related studies and reports for senior management and Personnel Board approval.
- Interviews employment applicants, explains the Merit System, reviews applications, and counsels applicants failing to meet qualifications.
- Interviews and counsels employees on county policies, procedures, rules, and benefits addressing job classification, benefits, recruitment, grievances, career development, performance evaluations, and other matters.
- Analyzes position audit questionnaires during position classification reviews, conducts field interviews, audits positions, and prepares and revises position descriptions/class specifications.

HR Analyst (continued)

Job Code	Pay Grade
20140	CL18

Illustrative Tasks (continued)

- Conducts wage and salary surveys, prepares related charts, spreadsheets and reports.
- Defends findings of cyclic reviews in meetings with affected employees, department directors and Appointing Authorities, and at appeal hearings before the Personnel Board.
- Assists managers and supervisors with benefit plan administration including counseling parties on health benefits, retirement, short/long term disability, family/medical leave and other matters.
- Plans, prepares and conducts employee training and staff development programs, new employee orientation, and pre-employment classes at Pinellas Technical Education Centers.
- Coordinates employee training programs and staff development interventions; identifies instructor or consultant, selects location and date, and logistic responsibilities, and evaluates programs.
- Authors, updates and distributes documents and publications, which include training catalogs, employee manuals, management/supervisory notes, performance review manuals, and other employee development materials.
- Participates in test validation projects, develops and revises written examinations, screens employee qualifications, reviews item analysis and other statistics, establishing passing points and assists in the update and maintenance of a question item bank.
- Pursues recruiting at high schools, colleges, technical schools, job fairs, and in the general community.
- Develops criteria and point system for evaluation of unassembled examinations; prepares applicant self-assessment questionnaires, rates applicants, discusses results with applicants.
- Performs data processing related duties including using statistical packages or programs, encoding data, data entry and retrieval and routine computer terminal operations and programming.
- Conducts training classes for employees and supervisors in one or more human resources management areas.
- Administrates program for county compliance with mandatory communication of employee labor laws.
- Designs new HRIS systems, prepares technical and design specifications; identifies maintenance needs.
- Prepares documentation manuals and procedures for applications; develops departmental automation standards, guidelines, oversees receipt and setup of equipment, and installation of new or enhanced software.
- Serves as liaison with other departments, vendors and consultants.
- Researches and recommends procurement of hardware and software; monitors maintenance contracts and consultant services prior to authorizing payments.
- Establishes user categories and access limitations to system resources; trains users to operate departmental computer applications.
- Coordinates and assists with information processing system installations, loads software; resolves equipment problems, performing system recoveries and backups.
- Advises management on applications to assist department operations.
- Responds to users' requests to generate reports; may perform modifications to existing programs using statistical software packages or programs.
- Performs related work as assigned or required.

Knowledge, Skills, and Abilities (Depending on area of assignment.)

- Knowledge of the principles and practices of public human resources administration.
- Knowledge of principles, methods, and techniques relevant to labor classification and compensation.
- Knowledge of principles, practices and techniques relevant to recruiting qualified employment applicants.
- Knowledge of employment law and skill in labor relations and related fields.
- Ability to understand the concepts of equal employment opportunity and skill in utilizing methods and techniques relevant to achievement of affirmative action goals.
- Knowledge of statistical concepts and methods used in examination processes and in salary survey work.

HR Analyst (continued)

Job Code	Pay Grade
20140	CL18

Knowledge, Skills and Abilities (continued)

- Knowledge of methods and techniques of employee training; principles of course development and skill in designing training programs to meet needs of department employees or other target audiences.
- Skill in public speaking and ability to tactfully deliver accurate and understandable counsel, in response to inquiries or complaints.
- Ability to express oneself clearly and concisely, orally or in writing.
- Ability to analyze data, exercise sound judgment, prepare reports, and maintain supporting records.
- Ability to apply computer applications and software.
- Ability to establish and maintain effective working relationships with customers, superiors, fellow employees, and others.
- Knowledge of office automation, statistical, database, and integrated software.
- Knowledge of data analysis and research techniques, methods and processes.
- Knowledge of governmental purchasing, personnel, and budget practices and procedures.
- Knowledge and ability to troubleshoot and resolve routine software, hardware and network problems.
- Skill in hardware/software diagnostic procedures.
- Skill in verbal and written communication, and interpretation of unclear instructions or information.
- Ability to perform technical computations and analyses; generate reports, sort and categorize data.
- Ability to conduct tests, analyze results, identify and correct errors, in the office or the field.

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Revised	EEOC Code	Overtime Code
11/14	Professional	Classified/Excluded

Human Resources Senior Associate

Job Code	Pay Grade
20130	CL15

Nature of Work

This is professional level human resources (HR) work implementing a variety of human resources management programs. Employees in this class perform technical and administrative tasks relating to implementation and maintenance of the Unified Personnel System and may be responsible for one or more specialized human resources programs such as benefits, employment, pay and classification, communications, HRIS, or training. The incumbent must be able to effectively work with people at all levels of responsibility from unskilled laborer to management to elected officials, exercise sound judgment, and communicate effectively orally and in writing. Incumbent performs with considerable independence on technical matters, but refers problems of an unusual nature to a supervisor or manager. Upon recommendation of the division director and approval of the Director of Human Resources, an incumbent in this classification may be promoted to Human Resources Analyst. The position reports to an HR Officer or designee.

Minimum Qualification Requirements

- Bachelor's degree in human resources, personnel administration, business, public administration, or a related field and 2 years of highly technical and professional experience in human resources or personnel administration; or
- Associate's degree in personnel management, public or business administration, finance or directly related field and 4 years of highly technical and professional human resources or personnel administration experience; or
- 6 years of highly technical and professional human resources or personnel administration experience; or
- An equivalent combination of education, training, and/or experience.

Appointing Authority May Also Require

- Florida Driver's License.
- Assignment to work a variety of work schedules including compulsory work periods in special, emergency, and/or disaster situations.
- Candidate to demonstrate more advanced proficiency, competency, and satisfactory completion of regularly assigned work in an independent manner. Appointing Authority retains discretion to employ an incumbent at this level or advance the incumbent non-competitively or competitively, after a candidate meets the minimum qualifications to an in-line career ladder position (such as Human Resources Analyst) within the same organization or department.
- Other highly desirable knowledge, skills, abilities, and credentials relevant to a position.

Illustrative Tasks (These are examples and are not all inclusive.)

- Develops and revises written examinations in accordance with professional standards, evaluates applicant qualifications, reviews item analysis, test statistics and other statistics, establishes passing points, assists in the update and maintenance of an item bank.
- Develops unassembled examinations in accordance with professional standards including the development of criteria, point systems, as well as questionnaires, reviews and rates applicant responses, and handles appeals including discussions of evaluations with applicants.
- Conducts position classification reviews by using job analysis including analyzing position audit questionnaires, conducting field interviews, auditing positions, and composing and revising position description/class specifications.
- Conducts wage and salary surveys and prepares charts, spreadsheets, and reports.
- Coordinates and conducts training programs and assists in maintaining automated class schedules and records.
- Provides technical support in the administration of a broad range of employee benefits, assistance and/or insurance programs including health, wellness, dental, life, retirement, employee assistance and related tasks.

HR Senior Associate (continued)

Job Code	Pay Grade
20130	CL15

Illustrative Tasks (continued)

- Plans, implements, and provides employee education for the group health, disability, life insurance and health improvement programs.
- Counsels supervisors, employees and their dependents on a wide variety of laws, rules and policies including the Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), benefits eligibility, Unified Personnel System rules, employment law and equal employment, etc.
- Develops and edits articles and items for publication in newsletters, reports, websites, training materials and broadcast distribution.
- Creates documents for publication including layout and graphic design using desktop publishing and other software.
- May perform information processing duties including data entry and retrieval, using available statistical and computer programs.
- Performs related work as assigned or required.

Knowledge, Skills, and Abilities

Depending upon division assignment:

- Knowledge of the principles and procedures of public sector human resources administration.
- Knowledge of the principles of management, education, career development, and statistics.
- Knowledge of principles, practices and techniques relevant to recruiting qualified, employment applicants.
- Knowledge of principles, methods and techniques relevant to labor classification and compensation.
- Knowledge of benefits programs, laws, and regulations.
- Knowledge of the Family Medical Leave Act, the Americans with Disability Act, and other benefits related to federal, state and local laws.
- Knowledge of analytical concepts and methods used in benefits compensation, classification or testing determination.
- Knowledge of publication principles and methods including desktop and web publishing.
- Skill in the use of publishing software.
- Skill in public speaking.
- Skill in the use of a personal computer including word processing, spreadsheet and database applications.
- Ability to perform technical computations and statistical tabulations, and prepare reports based upon the findings.
- Ability to interact with community resource organizations.
- Ability to write and prepare documents for distribution including design and layout.
- Ability to express oneself clearly and concisely, orally and in writing.
- Ability to analyze facts, prepare reports, and maintain filing systems.
- Ability to deliver accurate and understandable information in response to inquiries and complaints.
- Ability to establish and maintain effective working relationships with customers, superiors, fellow employees and others.

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Revised	EEOC Code	Overtime Code
11/14	Professionals	Classified/Excluded

Human Resources Associate

Job Code	Pay Grade
20120	CL13

Nature of Work

This is entry level professional, technical human resources work administering and coordinating human resources rules, policies, and procedures in an automated environment. Employees in this class are responsible for supporting the implementation of human resources policies, coordinating departmental automation efforts, and explaining human resources procedures to all levels of employees. Duties may include preparation and publication of documents or information intended for internal and external circulation by the Human Resources Department. Incumbent may conduct research and perform interviews to facilitate staff selection and placement or conduct intake of employee issues or complaints about workplace matters and assist with investigations of workplace problems. Incumbent may provide technical support to specialized HR programs and support the Human Resources Information Systems (HRIS) and/or electronic communication. Performs a wide range of technical and administrative processes assigned to the department. Work requires the exercise of considerable independent judgment, attention to detail, and adherence to rigid deadlines. Incumbent refers non-standard situations and complex technical problems to a supervisor with recommended courses of action. The incumbent reports to a supervisor or designee.

Minimum Qualification Requirements

- Bachelor's degree with major coursework in human resources, personnel administration, business, public administration, or a related field, or
- Associate's degree with major coursework in human resources, personnel administration, business, public administration, or a related field and 2 years of technical or professional experience in personnel or human resources administration, or
- 4 years technical or professional experience in human resources or human resources administration, or
- An equivalent combination of education, training, and/or experience.

Appointing Authority May Also Require

- Florida Driver's License.
- Assignment to work a variety of work schedules including compulsory work periods in special, emergency, and/or disaster situations.
- Candidate to demonstrate more advanced proficiency, competency, and satisfactory completion of regularly assigned work in an independent manner. Appointing Authority retains discretion to employ an incumbent at this level or advance the incumbent non-competitively or competitively after a candidate meets the minimum qualification to an in-line career ladder position (such as Human Resources Senior Associate) within the same organization or department.
- May be highly desirable to obtain and maintain a Florida Human Resources Association; Professional in Human Resources (PHR); Senior PHR; Certified Compensation Professional and/or other appropriate designation.
- Other highly desirable knowledge, skills, abilities, and credentials relevant to a position.

Illustrative Tasks (These are examples and are not all inclusive.)

- Performs highly technical and professional level assignments in any combination of HR functions including total compensation, benefits, employment, employee relations, training, volunteer services, communications, and other HR programs.
- Assists managers and supervisors to compile and provide information in person and via employee newsletters, hiring/promotional lists, newspaper advertisements, and other publications or programs requiring employee participation or support.
- Coordinates desktop publishing efforts for publications; recommends format, design, and prepares camera-ready copy for printing.
- Performs editorial responsibilities as assigned by supervisor, including content proofing and authorization to print.

HR Associate (continued)

Job Code	Pay Grade
20120	CL13

Illustrative Tasks (continued)

- Assists others and provides technical support in the administration of a broad range of employee benefits assistance and/or insurance programs including health, wellness, dental, life, retirement, employee assistance and related tasks.
- Prepares and distributes electronic registers, posts applications to the website; ensures employment advertising is placed in a timely and accurate manner.
- Provides technical users with application documentation and training programs on proper use of equipment and software.
- Conducts intake interviews and evaluates complaints to determine the appropriate venue for assistance; makes referral recommendations.
- Conducts special projects and research on administrative matters for management.
- Assists with investigations of workplace problems.
- Documents and analyzes employee relations and performance management activities, issues and trends.
- May provide the purchasing function for the department.
- Responds to users' requests to generate reports; may perform modifications to existing programs using statistical software packages or programs.
- Establishes user categories and access limitations to system resources; trains users countywide to operate departmental computer applications.
- Performs information processing duties, data entry and retrieval, routine information terminal operations, and programming/reprogramming as needed.
- Performs technical analysis, prepares regular or special reports and assists in completion of the full range of HR related projects and assignments.
- Performs related work as assigned or required.

Knowledge, Skills, and Abilities

- Knowledge of the principles and procedures of current office operations.
- Knowledge of human resource or personnel functions, practices, policies, and procedures.
- Ability to analyze data, prepare reports, and maintain filing system.
- Ability to perform technical computations and statistical tabulations and prepare reports based upon the findings.
- Ability to understand and follow oral and written instructions and express oneself clearly and concisely, orally and in writing.
- Ability to respond to inquiries or complaints with tact and courtesy.
- Ability to operate a personal computer and other automated systems to enter and retrieve information, monitor work performed, and to communicate information in reports, etc.
- Ability to establish and maintain effective working relationships with customers, superiors, fellow employees, and others.

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Revised	EEOC Code	Overtime Code
11/14	Technician	Classified

Human Resources Assistant

Job Code	Pay Grade
	CL11

Nature of Work

This is technical and para-professional work performing independent personnel administration duties with delegated lead worker responsibility. Assignments include a high level of contact with hiring authorities, employees, applicants, and the general public. Employees in this class perform various personnel administrative tasks, activities, functions, and combinations of human resources' services such as in recruitment, testing, records administration, compensation, benefits, awards, training, volunteer services, informational programs, and other activities. Work is independently performed on routine projects or functions but problems are referred to a supervisor or an appropriate subject matter staff member. This position reports to a Division Director or designee.

Minimum Qualification Requirements

- Associate's degree with major coursework in human resources, personnel administration, business, public administration, benefits administration, finance, or a related field and 1 year of technical or professional experience in a related field; or
- Possession and maintenance of a certification issued by a recognized national or state professional human resource credentialing organization and 1 year experience in human resources or related field; or
- 3 years experience in personnel administration, benefits administration, business, finance or accounting with at least 1 year of experience in human resources;
- An equivalent combination of education, training, and/or experience.

Appointing Authority May Also Require

- Florida Driver's License.
- Assignment to work a variety of work schedules including compulsory work periods in special, emergency, and/or disaster situations.
- Candidate to demonstrate more advanced proficiency, competency, and satisfactory completion of regularly assigned work in an independent manner. Appointing Authority retains discretion to employ an incumbent at this level or advance the incumbent non-competitively or competitively after a candidate meets the minimum qualification to an in-line career ladder position (such as Human Resources Associate) within the same organization or department.
- Other highly desirable knowledge, skills, abilities, and credentials relevant to a position.

Illustrative Tasks (These are examples and are not all inclusive.)

- Communicates with and assist employees, visitors, and the public on human resource matters, policies, and procedures on behalf of the department.
- Meets and deals with employees and the general public concerning requests for information, records, services; resolves requests or inquires, referring select matters to other appropriate entities.
- Serves as the principal general public and employee central point of contact for the human resources on-line applicant registration and employment application system answering inquiries or questions, ensuring quality control, associating applications with registers, maintaining security for the system, and resolving system inquiries and applicant related problems.
- Instructs employees and the public about human resource job opportunities, benefits, services, functions, organizations and provides available written instructions, reference materials, and supplies.
- Participates in recruitment activities such as placing recruiting ads, screening applicants, coding applications, coordinating testing, assembling and distributing hiring lists or registers.
- Participates in various awards and educational programs designed to recognize various employee contributions or achievements and to encourage employees to enhance job skills or position themselves for promotional opportunities.
- Participates in employee benefits workshops, insurance and health programs designed to increase employee health, welfare, and morale.

HR Assistant (continued)

Job Code	Pay Grade
	CL11

Illustrative Tasks (continued)

- Assists or performs research work supporting a broad range of personnel functions including exams, test validation, benefits, compensation, training, employee information programs, and departmental administration or support functions.
- Prepares and assists with general workforce or specialized customer distribution of information and mailings.
- Performs routine data or word processing operations that include data entry, encoding, entering or retrieving data as well as working with statistical packages, software applications or programs.
- Compiles and analyzes data; prepares statistical and other reports for customers and managers.
- Provides information on policies, procedures and operations for both department operations and County programs.
- Conducts portions of new employee orientation as well as orientation/training on general Human Resources topics.
- Processes, codes, and maintains personnel, payroll, property control, purchasing, claims, and/or fiscal records.
- Prepares or directs the preparation of documents, claims, department paperwork, requisitions, purchases, delivery of service, equipment, commodities, materials, and supplies; resolves problems with customers, contractors, agencies, vendors, departments and/or providers; maintains records of activities to coordinate workflow, maintain schedules, and meet quality requirements.
- Conducts analysis and reviews paperwork, reports, bills, claims, applications, and other records covering government related costs and requests for services, processes claims; refers service providers, customers, and employees to others for assistance; maintains data bases, record systems, documents, and case files.
- Performs related work as assigned or required.

Knowledge, Skills, and Abilities

- Knowledge of public administration principles and practices
- Knowledge of laws and rules governing procedures and legal requirements encountered in government office operations.
- Knowledge of Business English, spelling, arithmetic and bookkeeping standards.
- Knowledge of general and modern office/personnel practices, policies and procedures.
- Ability to apply computer applications and software including word processing, spreadsheets, and database programs.
- Ability to analyze facts, maintain records and prepare statistical reports.
- Ability to understand and follow oral and written instructions and to express oneself clearly and concisely, orally and in writing.
- Ability to establish and maintain effective working relationships with various hiring authorities, fellow employees, applicants, and the general public.
- Ability to type accurately at a reasonable rate of speed.
- Skill in making formal oral presentations and delivering training to staff and others.

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Revised	EEOC Code	Overtime Code
11/14	Technician	Classified