

UNIFIED PERSONNEL SYSTEM

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

FROM: Holly J. Schoenherr, Director of Human Resources

SUBJECT: Restructuring of the Human Resources Department

DATE: September 30, 2016

Holly J. Schoenherr
Director

BACKGROUND

Since commencing my appointment as Director of Human Resources on July 18, 2016, I have been spending much time in conversations with individuals and groups across the Unified Personnel System, including Appointing Authorities, supervisors, Employees' Advisory Council representatives and delegates, and several County Commissioners. In addition, I established a special email address, ShareWithHolly@pinellascounty.org, as an avenue to collect thoughts and ideas from employees across our system.

These listening sessions over the past eleven weeks have been critical to my understanding of what is most important to our constituents:

- Attracting and retaining the right people for positions
- Equitable and competitive compensation and benefits programs
- Relevant, proactive, and timely professional development programs
- Timely communication about HR initiatives
- Guidance on strategic and transformational HR issues that help leaders achieve their goals
- **An effective partnership with Human Resources**

In addition, I have had a number of opportunities to speak with members of the Human Resources team, both individually and collectively, to better understand what has been working well, what we need to improve, and what I can do to help them be most successful. Some of the common themes from those conversations have included:

- Develop effective relationships with and earn trust from Appointing Authorities, Personnel Board, and the EAC
- Build synergies across HR teams while clarifying roles
- Role model and expect effective communication, accountability, and follow-through
- Be honest and transparent
- Improve processes and systems
- Build the reputation of Human Resources as a valuable resource

Within our full-department meetings, we have further discussed these themes and will continue to work on the development of our department's vision, mission, and values, centered around the concept of serving our constituents as trusted "solution partners."

PROPOSED NEW STRUCTURE

As I have become more familiar with the individuals and teams within the Human Resources Department, it is apparent to me that we have great strength and competence on which to build. However, there are some gaps in our current ability to deliver on the above-listed priorities. The proposed new structure will better facilitate our ability to provide the desired high level of strategic thinking and expertise within six specialized **Centers of Excellence**:

1. **Workforce Strategy** – Focused on attracting the right people for positions today and in the future
2. **Wellness and Benefits** – Focused on ensuring competitive and attractive benefits and wellness incentives within manageable cost
3. **HR Information Systems and Records Administration** – Focused on ensuring integration and reporting of accurate and timely employee information with technology platforms
4. **Communications and Outreach** – Focused on managing HR communications and strategic outreach, volunteers, interns and employee recognition programs
5. **Employee Relations** – Focused on preventing and addressing barriers to employee engagement related to performance and behavior
6. **Training and Development** – Focused on delivering relevant and timely professional development programs

In addition, the Employee Relations team will be tasked with assessing the feasibility and need for **HR Business Partners** within our organization. The HR Business Partner classification was introduced in December 2014; however, due to multiple transitions within the HR organization, the HR Business Partner model has not been fully clarified nor implemented. We see potential value in this model and over the next 12 months will be working with interested Appointing Authorities on better understanding whether this is a sustainable and valuable service model for the future.

Each Center of Excellence will be led by an HR Manager or HR Officer who will report directly to the Director of Human Resources. Those six leaders and two Business Partners within Employee Relations will make up the **Human Resources Leadership Team (HRLT)**. The HRLT will meet together on a regular basis to share information and collaborate on initiatives that facilitate achievement of goals for the Human Resources Department.

REQUEST

I am requesting approval from the Unified Personnel Board for the addition of two exempt classifications and the abolishment of one exempt classification related to the restructuring of the Human Resources Department.

1. **Eliminate the Human Resources Division Director classification (SM3a) and re-establish the Human Resources Manager classification (SM3b)** – The HR Manager classification was abolished in December 2014 when the HR Division Director classification was created. Considering the importance of having more managers focused on Centers of Excellence, I am recommending that the larger divisions be discontinued.
2. **Re-establish the Human Resources Coordinator classification (P1)** – There are currently seven HR employees classified as Human Resources Business Partners. For most of those employees, the title is not an accurate reflection of their current responsibilities, nor the direction I envision for them in the future. Therefore, I would like to re-establish the Human Resources Coordinator classification so that we are more appropriately conveying the nature of work that is done by the HR professionals in our department. The pay grade is the same for each of these two classifications.

Our intent for both the HR Manager and HR Coordinator classifications is to use the same class specifications that were in place prior to their abolishment.

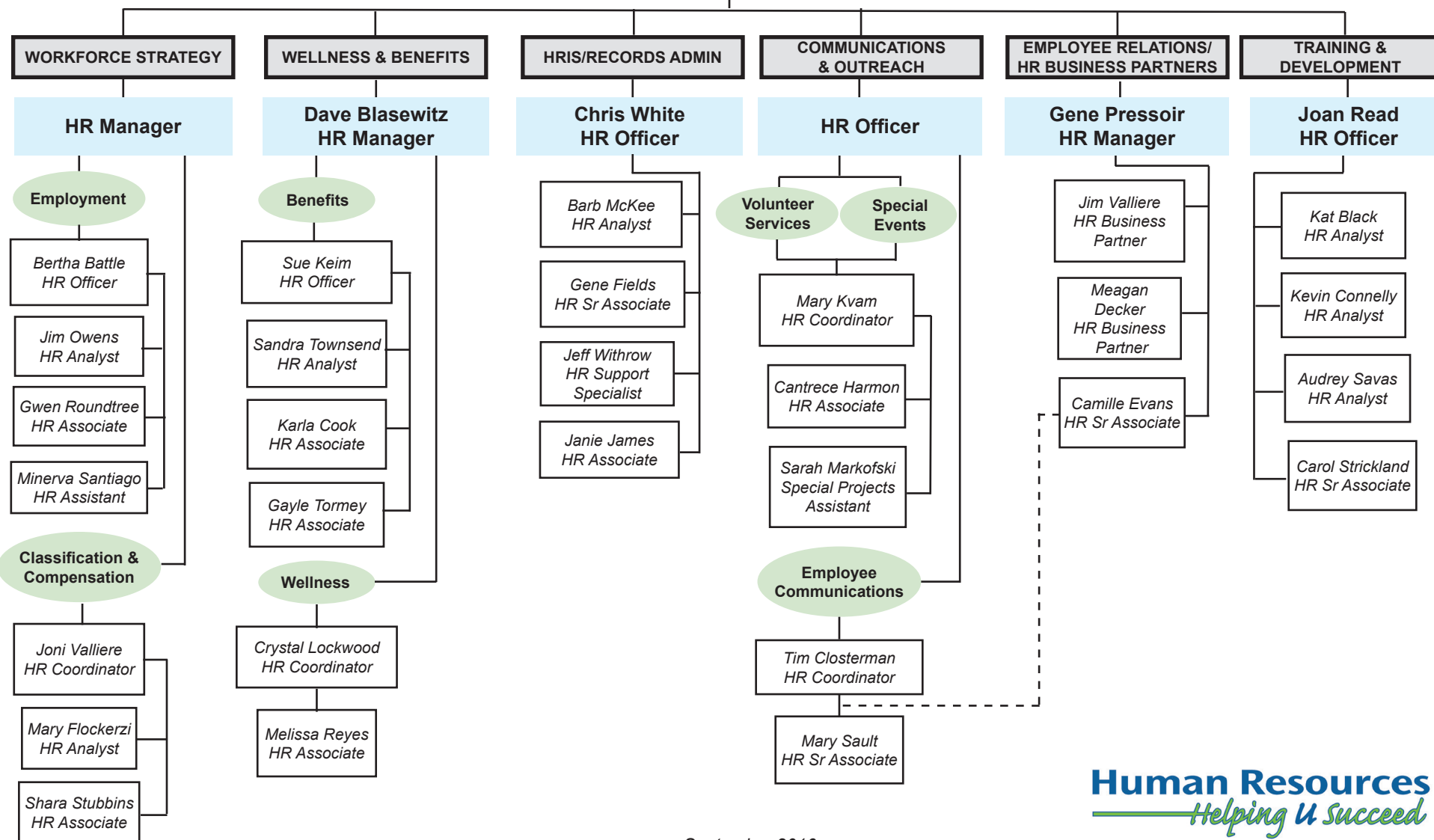
Thank you for your consideration of this request.

UNIFIED PERSONNEL SYSTEM BOARD

DRAFT

Holly J. Schoenherr
Director

Peggy Sellards
Senior Executive Assistant



HUMAN RESOURCES MANAGER

Job Code	Pay Grade
20272	SM3b

Nature of Work

This is responsible managerial and supervisory work leading and directing subordinate supervisors and staff to implement human resource (HR) policies, processes, and programs of the Pinellas County Unified Personnel System (UPS). An employee in this classification performs as an expert manager 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 records administration; training; total compensation; communications; employee relations; recruitment; volunteer services; human resource information systems; and other human resource functions. Work involves supervising, training, and coordinating professional and highly technical staff to provide human resource services to appointing officials. The incumbent completes assessments, plans, develops, implements, and supervises others in the administration of county personnel programs. The incumbent consults with appointing authorities and department managers on personnel administration and development of policies and procedures consistent with the UPS. The incumbent makes decisions and prepares reports, plus recommends new or modifications in existing system wide policies and programs. The incumbent manages human resource functions vital to the County's human resource programs and operations. The position reports to the Director of Human Resources

Minimum Qualification Requirements

- Bachelor's degree in human resources, public or business administration or directly related field and 4 years of professional human resource experience that includes 2 years experience in the assigned area plus lead worker, supervision or supervisory training; or
- Master's degree and 2 years experience as described above; or
- An equivalent combination of education, training, and/or experience.

Appointing Authority May Also Require

- Florida Driver's License or Florida Commercial Driver's License and endorsement, if any.
- 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.)

- 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 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.
- Advises appointing authorities and departments on how to deal with employees that qualify under the Federal, State of Florida plus county policies, rules, and regulations implementing laws and programs.
- Reviews and approves/disapproves disciplinary actions and terminations and facilitates disciplinary interviews and pre-disciplinary hearings.
- Makes recommendations and authors reports, communications, and important decision papers to overcome organizational problems, improve operations, to develop/improve personnel rules, regulations, policies and programs.
- Administers and interprets county personnel policies for administrators, managers or individual employees.

HUMAN RESOURCES MANAGER (continued)

Job Code	Pay Grade
20272	SM3b

Illustrative Tasks (continued)

- 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 related work as assigned or required.

Knowledge, Skills, and Abilities

- Knowledge of employment organizations and personnel administration processes, laws, rules, and regulations.
- Knowledge of Federal, State of Florida and local laws and guidelines pertaining to employment.
- Knowledge of merit system principles and policies.
- Knowledge of the principles of management and supervision.
- Knowledge of computer systems and operations to implement and administer human resource operations and services.
- Knowledge of statistical concepts and methods.
- Knowledge of public administration techniques and principles and practices.
- Knowledge of laws, rules and regulations applicable to county government.
- Ability to apply computer applications and software.
- Ability to develop and implement progressive policies and practices to achieve affirmative action, productivity, cost containment, and other human resource objectives.
- Ability to supervise a diverse staff responsible to implement a comprehensive mix of personnel 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 personnel programs.
- 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.

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Reinstated	EEOC Code	Overtime Code
9/16	Officials & Managers	Exempt

HUMAN RESOURCES COORDINATOR

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 programs 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 resource programs in one or more major HR activities and program areas. Emphasis is placed on relieving the 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 and 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 Manager, or designee.

Minimum Qualification Requirements

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

Appointing Authority May Also Require

- Florida Driver's License or Florida Commercial Driver's License and endorsement, if any.
- 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 implementing 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 important 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.
- Researches, prepares, and coordinates establishment of new or revisions in policies and procedures to deliver, maintain, and improve HR customer service.

HUMAN RESOURCES COORDINATOR (continued)

Job Code	Pay Grade
20152	P1

Illustrative Tasks (continued)

- 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 terminations.
- 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 on 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 conclusions.
- Ability to prepare and deliver instruction and learning plus lead individuals 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.

For official use only

Reinstated	EEOC Code	Overtime Code
9/16	Professionals	Exempt