2019 Human Resources Director Goals

Progress Report Summary - January 2020

Strategic Plan

• Ensure the accomplishment of 2019 action plans related to the 2018-2020 Human Resources Strategic Plan
  - See the 2019 Annual Report
  - Presentation on HR Business Partners at the December 5 Personnel Board meeting (HR Business Partner role impacts all four strategic focus areas)

Stakeholder Service and Relationships

• Advance a culture of customer service excellence for the Human Resources (HR) Department
  o Develop and communicate service standards to stakeholders
    - In development stage; expected completion March 2020
  o Provide development opportunities and ensure clear service expectations for HR staff
    - Trusted Solution Partner theme for HR staff meetings on May 1 and June 5 (July 11, 2019 Progress Report)
    - Presentation on diversity and inclusion regarding persons with disabilities for HR staff on August 28 (September 5, 2019 Progress Report)
    - Presentation on emotional intelligence for HR staff on October 29 (December 5, 2019 Progress Report)
  o Assess customer satisfaction across the department
    - Analyzed results of the Customer Satisfaction Survey on a monthly basis (May 2, 2019 Progress Report)
    - Achieved an 82% satisfaction rate on the Human Resources Customer Satisfaction Survey to date (November 7, 2019 Progress Report)
  o Reward and recognize staff for demonstrating excellent customer service
    - Staff recognized at monthly staff meetings for positive customer feedback
    - Achieved a 94% positive rating from HR staff on the Employee Voice survey for #11 “I have received recognition or praise for doing good work in the last quarter
  o Learn and apply Florida Sterling Council Criteria for Performance Excellence
    - HR Director received the Advanced Leadership Program certification (July 11, 2019 Progress Report)
• Enhance engagement and trust with affected stakeholders, with particular attention to clarifying roles, managing expectations, and managing change
  o Confirm expectations of stakeholders, particularly Appointing Authorities, Employees’ Advisory Council, and Personnel Board; manage competing interests through the formal adoption and communication of priorities for HR resources
    - The Human Resources 2019 Goal Development Survey was distributed to the Appointing Authorities and the Employees’ Advisory Council in March 2019. The results were shared with the UPB, Appointing Authorities and Employees’ Advisory Council in April 2019.
  o Enhance stakeholder engagement and communication by providing regular opportunities for feedback and dialogue
    - Discussed merit pay with the Appointing Authorities on 5/14 and Employees’ Advisory Council (EAC) Delegates on 5/23 (June 6, 2019 Progress Report)
    - Launched a new initiative “A Visit to Your Workplace” for Holly to visit EAC Representatives 1-on-1 at their worksites beginning April 23 (May 2, 2019 Progress Report)
o Apply best practices for change management and ensure appropriate vetting with stakeholders when implementing new programs or changes to current programs
  - Ongoing discussions during Appointing Authorities and Employees’ Advisory Council meetings
o Attend at least 75% of EAC Representative and Delegate Meetings to cultivate effective communication and trust between employees and HR
  - Attended 15 of 18 (83%) of the EAC meetings
o Meet individually with each Appointing Authority at least twice annually to foster effective working relationships, understand service needs, and solicit feedback
  - Achieved
o Meet individually with each Personnel Board member at least twice annually to provide updates and receive guidance
  - Achieved

Communication and Outreach
- Solicit perspectives from employees regarding effective communication strategies; implement communication approach aligned with employee feedback
  - Distributed Employee Communications Survey on March 18 which was completed by 771 employees (May 2, 2019 Progress Report)
  - Increased communication efforts through the development of supervisor toolkits and distribution of print and digital posters to educate, inform and engage employees
- Grow paid and unpaid internship opportunities – Limit to interested Appointing Authorities
  - Continued to partner with Appointing Authorities to expand the internship program (September 5, 2019 Progress Report)

HRIS and Records Administration
- Implement further Taleo upgrades and enhancements for FACE and Recruitment modules
  - Expected in 2020, working in partnership with Business Technology Services (BTS)
  - Introduce onboarding module
  - Implement single sign-on and optimized applicant and employee experience
  - Implement FACE enhancements, including customizable review templates
  - Enhance decision support services for Appointing Authorities through more robust dashboards, key performance indicators (KPI’s) and other workforce reports from Human Resources
  - Partnered with Human Rights to offer ethnicity reporting, create instructional guide “How to Self-Report My Ethnicity in OPUS” and provide an article in The Pen (June 6, 2019 Progress Report)

Organizational and Talent Development
- Work with UPS leadership to cultivate diverse and inclusive work environments
  - Presentation on HR Business Partners at the December 5 Personnel Board meeting (HR Business Partner role impacts all four strategic focus areas)
- Provide development programs for managers focused on facilitating welcoming and inclusive work environments
  - Achieved; details to be presented to the Personnel Board in February 2020

Planning and Performance
- Prepare UPS for possible FY20 merit pay program implementation, including development of process and tools
  - Work with Appointing Authorities and the EAC on the development of an Employee Value Proposition (EVP) for the Unified Personnel System, with specific focus on cash compensation, benefits and rewards
- Partnered with SPC Collaborative Lab to facilitate an Appointing Authorities “Advance” (see April 4, 2019 Personnel Board agenda)
  - Performance management – Expand supervisor development in conducting meaningful performance assessments that align with organizational strategic goals
- Presented Performance Management Framework: Investing in a Better Future to the Appointing Authorities on September 4 (September 5, 2019 Progress Report)

- Complete 2019 Employee Voice Survey – Goal of 75% participation rate
  - Provided flyer, information sessions, dedicated webpage with FAQs, video, email blast (July 11, 2019 Progress Report)
  - Survey closed on August 26. Almost 83% (8 in 10 employees) participated—exceeding our 2019 goal of 75% and the previous participation rate in 2017 of 74% (September 5, 2019 Progress Report)
  - Shared the Unified Personnel System results on the HR website and in the November Pen newsletter (November 7 and December 5, 2019 Progress Reports)

**Total Rewards**

- Implement Phase II of the Classification and Compensation Study
  - Provided secondary review process workshops for Exempt employees (July 11, 2019 Progress Report)
  - Work with Appointing Authorities and Personnel Board to establish new Exempt classifications
    - Completed Phase II process as discussed with the Appointing Authorities on 5/14 (June 6, 2019 Progress Report)
    - Presented and adopted at the September 5 Personnel Board meeting
  - Work with affected stakeholders to update the BCC Exempt pay plan
    - Presented and adopted at the September 12 Board of County Commissioners meeting (September 5, 2019 Progress Report)
  - Implement method for awarding in-range pay adjustments to recognize employee career growth and development
    - In progress; to be completed in 2020
- Design and implement employee education campaign around the value/competitiveness of benefits and how various programs work
  - HR Highlights presentation at the July 11 Personnel Board meeting
  - Wellness Strategy presentation at the November 7 Personnel Board meeting
  - Annual Enrollment: No premium increase, wide-ranging communication campaign including website, emails, posters, meetings, webinars and newsletter articles (November 7, 2019 Progress Report)

- Provide each employee with a customized Total Compensation Statement
  - Mailed statements to employees in early October (September 5, 2019 Progress Report)

**Workforce Strategy**

- Further implement strategies to attract applicants from underrepresented populations
  - Updated branding (November 7, 2019 Progress Report)
- Continue to enhance the hiring process to evaluate vacancies across the organization for current and future needs, and identify competencies needed for the positions
  - Workforce Connections Committee (May 2, 2019 Personnel Board meeting, HR Highlights)