



Strategic Human Resources: Delivering Business Results

Human Resources

521 S.E. 26th Court

Ocala, FL 34471

352-438-2345

www.marioncountyfl.org

Business Plan

Fiscal Year 2012-2013



QR code for department external website



QR code for department business plan





Table of Contents

| | |
|---|----|
| 1. Table of Contents..... | 2 |
| 2. Executive Summary..... | 3 |
| 3. Business Description & Vision..... | 6 |
| 4. Definition of the Market..... | 9 |
| 5. Description of Products and Service Processes | 13 |
| 6. Organization & Management..... | 17 |
| 7. Marketing and Customer Service..... | 20 |
| 8. Financial Management, Performance Measures, Benchmarks and Comparatives..... | 22 |



Executive Summary

On February 1, 2012 each Marion County Board of County Commission Department was tasked to update their Business Plan. The Human Resources Department Business Plan is intended to be a working document that will be modified and updated as needed to reflect the Board of County Commissioners priorities and the changing needs of our internal and external customers.

The Department is a stand-alone department arranged around six internal functions: Employment and Recruiting, Employee/Labor Relations, Benefits, Compensation, Training and Development and HR Records. To effectively manage the Department, Human Resources is currently staffed with seven (7) personnel; a Director, two HR Professionals (Human Resources Manager and Senior Human Resources Generalist), one Program Manager (Training and Recruiting Manager), two Human Resource Technicians and an Administrative Staff Assistant.

This staffing level has been reduced 22% over the years, while the County has experienced a 45% growth in employees over the same time period. The staff presently supports twenty-three Departments and 1,501 budgeted positions, as well as interacting with thousands of job applicants, maintaining compliance with State and Federal regulations and labor laws, and providing professional counsel on personnel and labor union issues facing the County and its employees daily.

Organizations such as the County, with a solitary Human Resources Department, have a median ratio of 1.1 Human Resources staff members per 100 employees. Despite our current lower ratio of 1 Human Resources staff member per 211.9 employees, we have been able to effectively manage the program through an effective and efficient approach to training and staff development, cross training, and increasing the duties and responsibilities of our staff.

The department receives funding from the County General Fund budget and delivers core services to the County within four key areas: as the Human Resources organizational leader; in delivering employee excellence; recommending, supporting, and implementing personnel policies and procedures to/and for the Board of County Commissioners and the County Administrator; and in partnering with the County departments, agencies, and other stakeholders to attract and retain a qualified workforce. In applying these core services, the department is working to advance Marion County government and supporting the initiatives as set forth by the County Administrator.

The Human Resources Department provides its services to a large array of clients including the Board of County Commissioners, County Administrator, internal agency/department directors, Constitutional Officers, employees, Firefighter's Union, retirees, the general public, external government agencies, vendors, and a variety of contractors. The focus of the Human Resources Department is to deliver quality service to these clients and stake holders.

The Human Resources Department must confront many challenges in its operational activities. As a result of the economic recession the county continues to experience a reduction in the revenue. This has created the need for a significant reduction in the budget, resulting in organizational changes, consolidation, and a reduction in force (RIF). These changes have spawned the Teamsters Union to pursue this vulnerability trying to organize our blue collar workers. Additionally, the public perception of local government pay and pensions has become a major interest. In order to overcome these hurdles, the department must identify and plan for the subjugation of them. Challenges to the Human Resources business plan are outlined below.

- Budget Constraints
 - State and County Budget Shortfall
 - The Economic Recession
 - The Local Economic Crisis
 - Continued high unemployment
- Two Separate Systems for Maintaining Employee Information
 - Have to maintain excel spreadsheets for frequently needed information
 - Limited position control (has to be maintained in a spreadsheet)
 - Two separate Payroll systems to process from bi-weekly
 - Alliance system is limited in abilities to provide live information and has no timekeeping capabilities.
 - We continuously have to build in-house "work-arounds" with the IT department
 - The two separate systems limit productivity within the department
- Staffing Considerations
 - Changing Workforce Expectations
 - Employee Retention
 - Aging Workforce
 - Reduction in Force (RIF)
 - Consolidation of functions
- Performance Expectations
 - Fragile Employee Morale
 - The Skills Gap
 - Succession Planning
 - Performance Management
- Legal Mandates
 - Federal and State Government Legislative Mandates
 - Internal County Collective Bargaining Agreements
 - Equal Employment Opportunity (EEO) Laws & Mandates

- Ever Changing Labor Laws
- Labor Relations
 - Labor Negotiations
 - Union Avoidance

Based on the benchmarks of comparable counties as depicted in this plan, our department continues to considerably exceed established benchmarks, providing quality service at a much lower cost. We will continuously monitor and develop solutions to mitigate the challenges we face.

This recent past has been a successful one for the Human Resources Department. The department has maintained focus on the current economic environment and its impact on the County. This impact as previously stated, includes County workforce reduction and further reorganization and consolidation. As a team we have worked hard to achieve our goals and some of the successes are outlined below.

Human Resources Department Successes:

- Soundly defeated the Teamsters' efforts to organize the County blue collar workers
- Provided for the smooth, seamless merger and acquisition of public safety communications.
- Continued cross-training within the department to enhance employee skills and continue our efforts to do more with less.
- Successfully negotiated 3-year contracts with both IAFF 3169 Supervisory and Rank and File Units leading to a combined savings of over \$3 million.
- Worked closely with CLM Workforce utilizing employees through the Earn and Learn program, Experience Works Program, and the Florida Innovative Workforce Initiative Program to temporary fill department positions at no cost to the County.
- Launched the new online application for employment and began placing all postings on employflorida at no cost to drive recruitment efforts.
- Began the use of behavioral interviewing, which includes training to assist management in making best "fit" decisions for the organization.
- Began piloting a new performance management process that includes extensive leadership training, fluid communication of expectations, and anchors to the County's core values.
- Implemented the use of web-based training made particularly for the County to save on operational costs while increasing the training opportunities to employees throughout the County.

In summary, the Human Resources Department business plan provides a formal definition of the department's purpose and direction. All challenges are recognized and goals defined. The Human Resources Team is committed to achieving its goals and to serving customers and stakeholders.



Business Description & Vision

Mission statement: The HR department will attract, develop and retain a highly-qualified, diverse workforce and create a culture that promotes excellence throughout the organization.

We will do this by partnering with County Divisions and Departments to ensure customer satisfaction, high quality customer services, an appropriately fitting and trained workforce, leading best practices, and ensure Human Resources is in compliance with Federal and State Labor laws. This partnership will require innovative and cost efficient initiatives in all aspects of Human Resources.

Vision: To enhance services, prepare the organization, and maximize ROI by:

- Aggressively implementing our role in delivering value-added investments in human capital selection, development, and retention.
- Embracing the role of Business Partner to the Organization's Management
- Communicating with Senior Leadership, Management, and Employees
- Continue to pursue cost-efficient technology and continuous process improvement

In order to meet our vision, the Human Resource Department must engage in an aggressive strategy to deliver Human Resources services and programs, both internally and externally.

Brief History of the Department

The Human Resources Department has been a function within the County for years. At one time, the Department was named Personnel. The primary function of Personnel was processing of employee paperwork and filing. Over the years, the Human Resources Department has acquired many different responsibilities to lead up to being a much more than a paperwork-processing support function.

In the past 2 years alone, the Human Resources Department has become a one-stop shop with the consolidation of the efforts of Human Resources, Employee Clinic and Risk Management and Safety into one facility. Additionally, the department has begun implementing swift technological advancements to provide expedited processes.

Departmental Principles:

- Treat all customers (internal and external) with the highest level of dignity and respect and provide excellent real time service
- Maximize our human capital by hiring the most qualified candidates and retaining our valued employees through a well-communicated employee value proposition
- Provide timely Public Record responses and information access to customers
- Negotiate, interpret and enforce the County's Collective Bargaining Agreements in a legal, fair and equitable manner
- Ensure employees are trained and the training needs of the departments are satisfied
- Partner with Management to meet the needs of business demands and strategy

STRATEGIC GOALS AND OBJECTIVES

Understanding, setting, and consistently delivering superior customer service

- Understand customer needs and values; develop and implement plans to achieve superior customer service; and build effective communication strategies throughout all levels of County government

Continuing to lead and improve the quality of the work culture

- Identify, develop and implement policies and procedures, interventions, training to improve quality of work life and the "culture" of the organization
- Provide leadership with continuous improvement strategies to improve the HR work environment
- Value organizational diversity
- Maintain a proactive employee relations process and reduce legal costs
- Promote work/family balance
- Recognize and reward individual and team contributions

Attract highly qualified and diverse candidates

- Streamline, improve and communicate effectiveness of the recruiting process ensuring the process is always defensible
- Identify and implement aggressive strategies for successfully recruiting for key positions
- Further the addition of technology to recruitment process
- Facilitate effective recruitment processes for ensuring senior management and senior level positions are filled
- Develop innovative strategies to attract, obtain, and retain qualified workers
- Develop cost effective motivators for younger workforce
- Train management to hire for the needs of their particular department's success

Develop employees to be their best in order to meet the needs of the Marion County BCC

- Implement and maintain an effective internal HR Department overall performance management system which includes individual, team, and departmental objectives, personal development plans, performance appraisal, and career planning
- Decentralize and “Power Down” the HR Department to better foster procedures and services and promote employee growth
- Continue to assess the training needs of the County and develop and provide timely training to meet the needs of management and employees and demands of the County
- Implement on-demand web-based training to serve the additional needs of the organization and ensure all employees in the County are afforded equitable opportunity in training in the most convenient format possible to the departments
- Provide organizational development services that will facilitate change and continuous improvement in the organization

Align the best management and total compensation philosophy to attract and retain the qualified employees

- Maintain a current total compensation and classification process to effectively attract and retain employees
- Evaluate and address employee retention issues
- Focus on an Employee Value Proposition that will fulfill the mutual expectations of both the employee and organization

Develop continuous effective professional relationships with the Divisions, Departments and Community

- Establish and strengthen communications and relationships to serve customer and community partners
- Visit all departments and offsite work areas on a routine basis

Administer fair and consistent implementation of HR policy, procedures, and programs in order to align personnel/labor law and County policies with continuous improvement principles

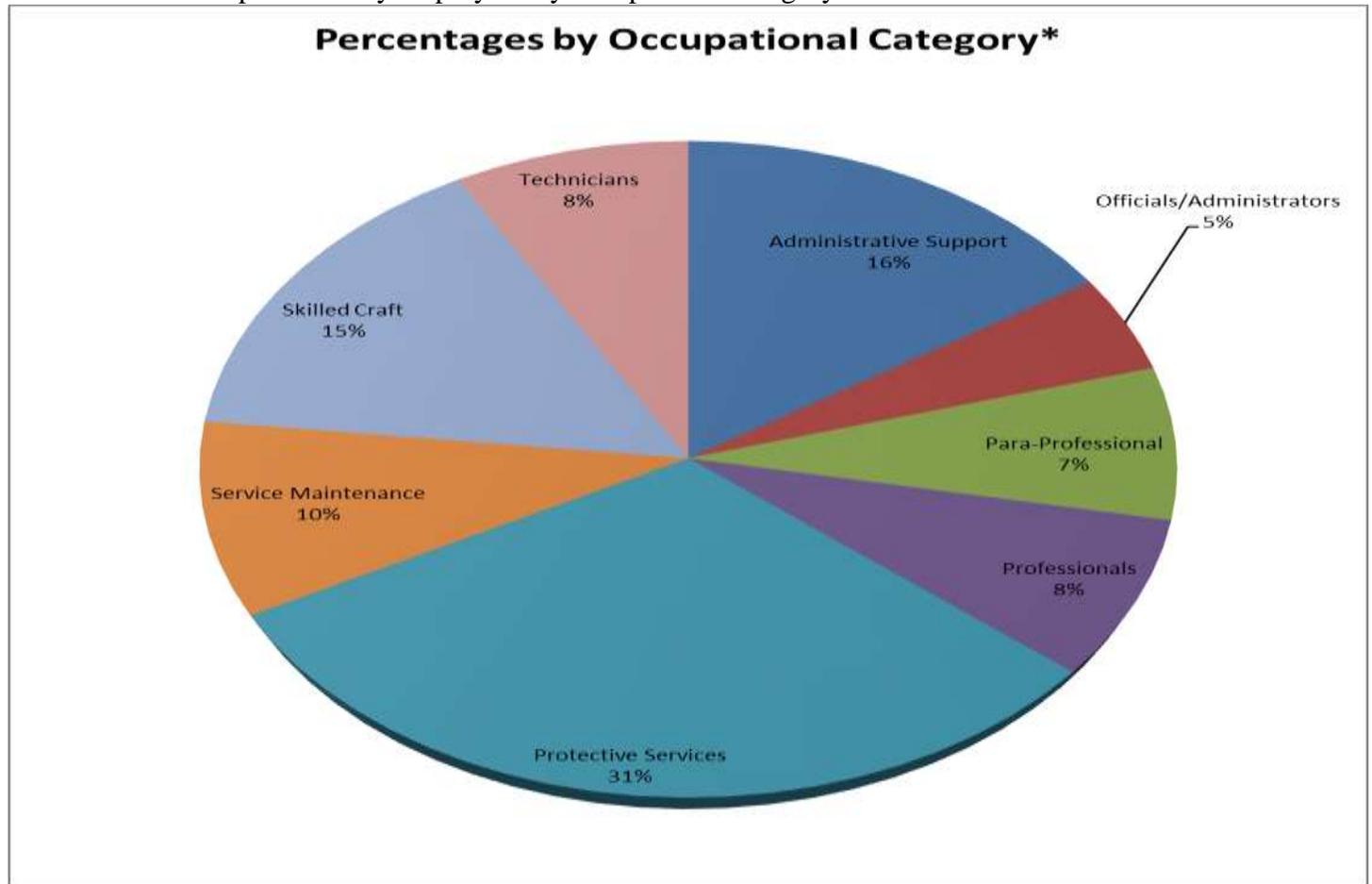
- Continue to review, develop and/or revise HR policies and procedures as needed
- Effectively communicate and/or train new or changed HR policies and procedures
- Implement and improve technical capability to ensure the most effective processes



DEFINITION OF THE MARKET

The market of the Human Resources is our customers. Our customers include a large array of clients including the Board of County Commissioners, County Administrator, internal agency/department directors, Constitutional Officers, employees, Firefighter’s Union, retirees, the general public, external government agencies, vendors, and a variety of contractors. The focus of the Human Resources Department is to deliver quality service to these clients and stake holders.

The chart below depicts County employees by occupational category.

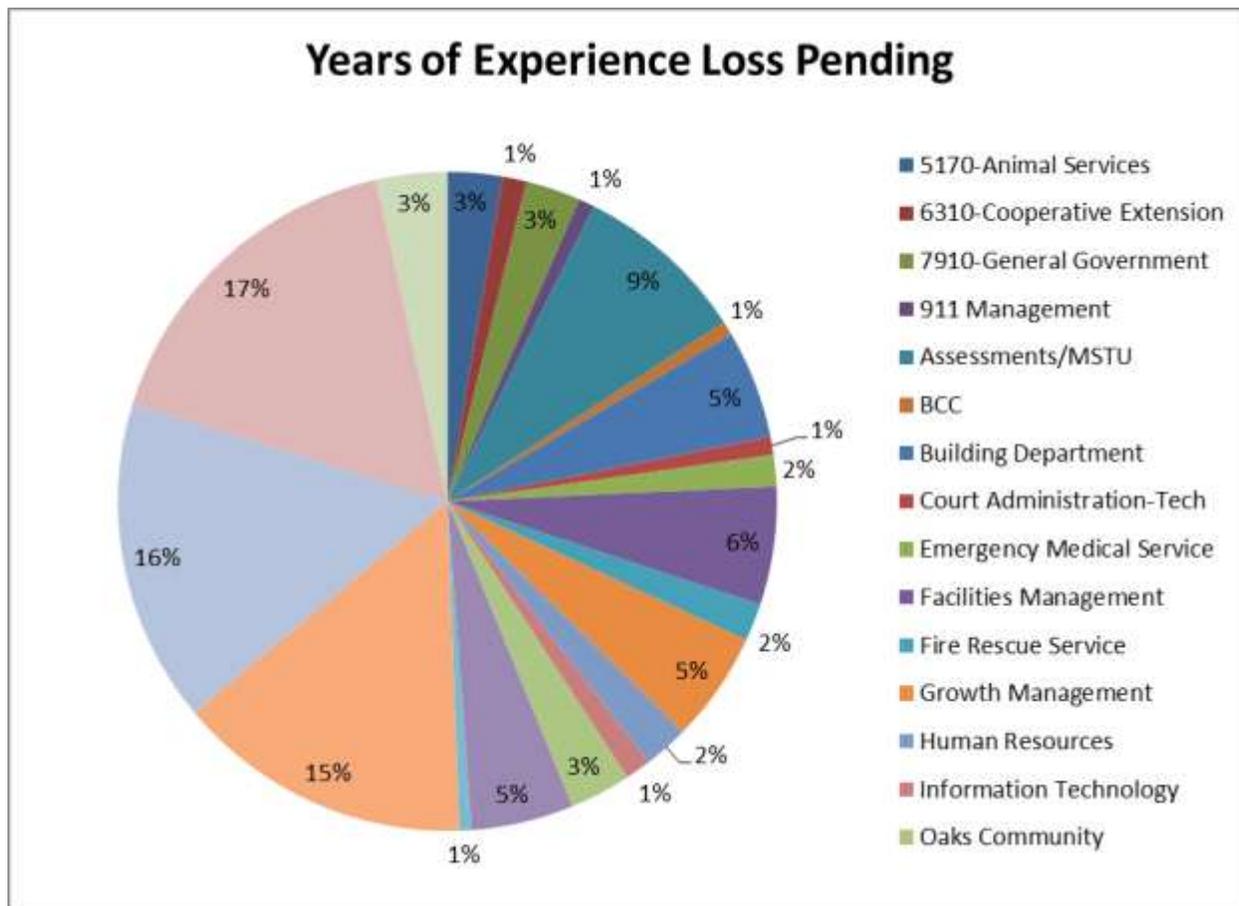


***Officials/Administrators** are defined as the ACA, Directors, and Managers. **Professionals** are defined as librarians, engineers, captains, PIO, Planners, veterinarians, and attorneys. **Technicians** are defined as building inspectors, plans examiners, engineering inspectors, systems analysts, fire inspectors, and user support technicians. **Protective Services** are defined as FF, Code Enforcement Officers, and Animal Control Officers. **Paraprofessionals** are defined as EMT’s, Paramedics, HR Generalists, Training Managers, branch library supervisors, procurement analysts, and veterans services specialists. **Administrative support** is defined as staff assistants, accounting specialists, HR technicians, public services assistants, and dispatchers. **Skilled craft** is defined as heavy equipment operators, facilities trade technicians, W/WW plant operators, fleet mechanic, utilities mechanic, and crew leader. **Service/maintenance** is defined as Parks services workers, custodians, animal care technicians, highway maintenance technicians, and light equipment operators

Critical Needs

The Human Resources Department is responsible for the staffing of the organization with the most efficient and effective methods. The Marion County Board of County Commissioners employs over 1,500 people including on-call employees. The average turnover over is 9.10

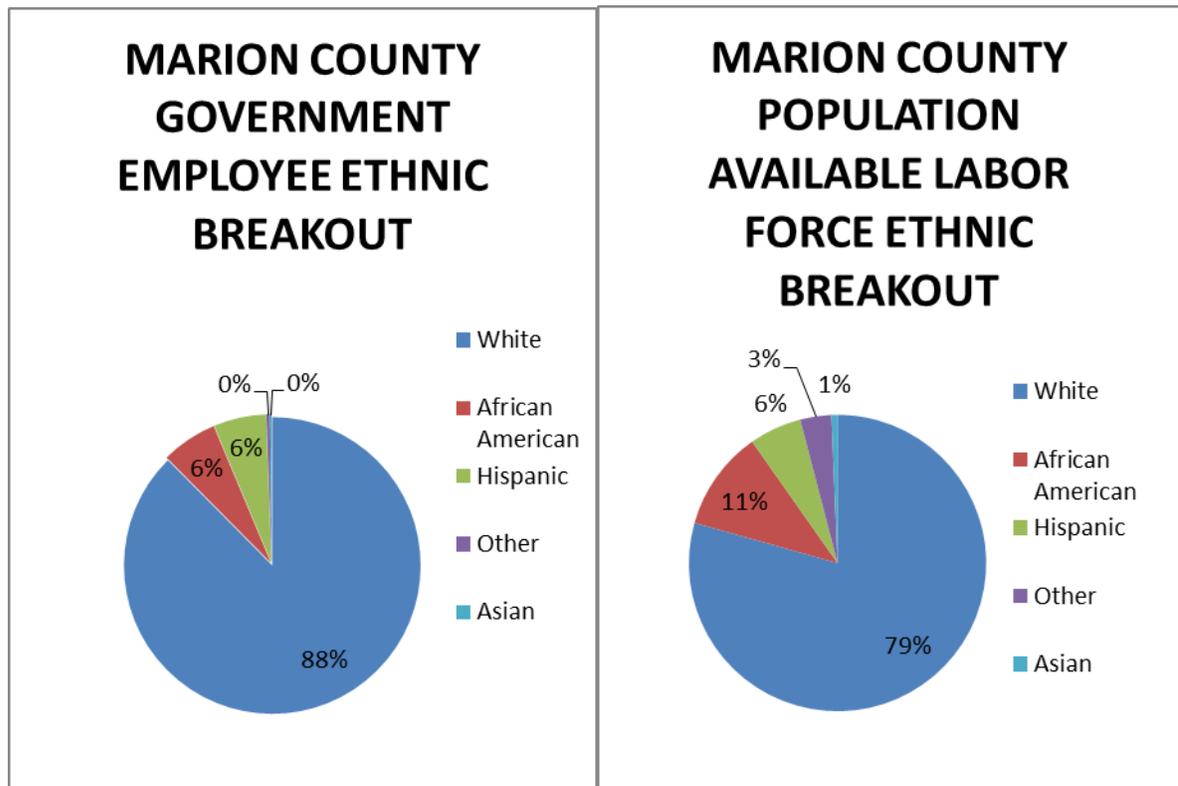
Outside of organizational diversification through an affirmative action plan, the Human Resource Department will be responsible for skills gap analysis to identify areas where the Organization is lacking or will be lacking with retirements. Excluding Firefighters, 20% of our present workforce is 60 years or older.



There must be a focus on performance management and succession planning to prepare the Organization for this loss. Once high potential employees are identified, training must ensue to prepare the employees to step in almost seamlessly.

Where the employees can't be identified, preparation to search for the right people will be required. The Organization must solidify its selection processes and be particular enough to only hire the best. These practices will require additional training for management, but results will be highly effective.

Apart from the experience loss, is the continued focus on diversification of the organization. Marion County has voluntarily taken affirmative action steps to ensure employment and advancement of all without regards to race, color, religion, age, national origin, marital status, sex, disability, or veteran status. The below charts depict the ethnic diversity of County Government and the ethnic available labor force of Marion County.



The Marion County Board of County Commissioners and County Administrator are dedicated and committed to supporting our Veterans, and understand the sacrifices they endure. Our Recruiter works very closely with local Veteran organizations, as well as recruiting Veterans from nearby military installations. Marion County Veteran’s population is approximately 46,000 or 13.6% of the county population. We are proud of the fact that we employ 236 Veterans, which make up 16% of our workforce.

Significant trends and challenges will have an impact on our market. Many changes are expected to occur in the composition of available workforce in the coming years. As the supply of labor tightens, recruitment will become an even more critical issue for the future of Marion County government, particularly for highly skilled and technical positions. The County will need to develop strategies that will position it as an attractive employer for both potential job applicants as well as existing employees. The use of non-traditional employees, such as retirees, contingent workers, consultants, and contracted employees is expected to increase.

Workforce planning remains a critical component of our Department to attract and retain the talent needed to serve the public. This planning process must be evaluated continuously and adjusted in the coming years, as changing economic and demographic conditions require.

In the soft job market of the current economy, employees are opting to stay in jobs to ensure security and we receive hundreds of applicants for one position. Now is our opportunity to select from top talent at an affordable price. When the economy rebounds, building a stable workforce will be a challenging and critical task. With the aging and retiring population, and fewer available young workers, retention of current employees and their organizational knowledge will become an important priority. We need an Employee Value Proposition (EVP) to build organizational loyalty and retain these individuals.

An employee value proposition is the exchange, literal or understood, between employers and employees that defines the relationship. In its simplest form, this exchange represents the currency paid for performing a job. In its highest, most strategic incarnation, it's the promise the County makes to provide an appropriate mix of pay, benefits, career opportunities, development opportunities, and a supportive work environment in exchange for an employee's discretionary effort to bring the County's mission, vision and values to life.

In line with the EVP, a greater focus on employee investment and development will be critical in ensuring the stability and competence of our workforce. Directors, managers, and supervisors will need to recognize the importance of their role in building and retaining a competent workforce by taking on a greater role in leading and developing their staff. Correspondingly, there will be a great need on the Human Resources Department to build supervisory and management competencies in leadership and human resource management.



DESCRIPTION OF PRODUCTS AND SERVICES

The Board of County Commissioners, County Administrator, the County's departments and employees look to the Human Resources Department to act as a corporate leader within the Human Resources environment. Those responsibilities include: best practices hiring procedures to maintain a highly qualified workforce; management of collective bargaining agreements, labor relations consulting, overview of external regulatory compliance, grievance resolution and management of fair and consistent implementation of policies and procedures. The County relies upon the Human Resources Department within these roles to eliminate or reduce liability through compliance with all federal and state laws and regulations and consistent application of County policies.

Recruitment is the first step in the hiring process. The Human Resources Department conducts outreach efforts to secure a highly qualified pool of applicants. The application process is managed by the Department by providing each department with pre-screened applicants, monitoring compliance with the law and regulations, conducting due diligence criminal background checks, pre-employment drug screens and physical examinations, and completing required documents for regulatory purposes and benefits.

The Human Resources Department represents the Board of County Commissioners in its management of the County's labor contracts. The department maintains the authority to negotiate labor contracts on behalf of the Board. There are many stakeholders, beyond the Board, who are dependent upon the proper execution of this responsibility. Compliance with the collective bargaining agreements must be assured to reduce grievances and charges of unfair labor practices.

The County Fire Rescue Department relies upon the Human Resources Department to act as an interpreter of internally negotiated labor agreements. Advice is often required on other labor issues as well. Counseling does not stop at internal agreements, but is often sought on external matters as well.

Departments often turn to the Human Resources Department for interpretation and application of external labor regulations as well as timely provisions of changes and new requirements. Compliance consideration center upon the following types of regulations: Equal Employment Opportunity (EEO); Health Insurance Portability and Accountability Act (HIPAA); Fair Labor Standards Act (FLSA); Family Medical Leave Act (FMLA); Unemployment regulations; employment of Veterans regulations; just to name a few. Within this role

departments are kept abreast of developments within these areas as the Human Resources Department becomes a conduit for information.

Departments expand the Human Resources Department's role in resolution of issues concerning Employee Handbook interpretations, grievance resolution and advice on the administration of disciplinary actions and, as a last resort, termination of employment. The Department formulates direction which is fair and consistent countywide. One of the goals of this process is to provide education and guidance within these challenging areas.

The Human Resources Department works very closely with our Risk Management Division, and Employee Health Clinic to reduce worker's compensation costs and to provide all our employees quality and affordable benefits programs. The Human Resources Department must seek programs that are attractive to the diverse needs of applicants and employees. These requirements must be met during a time of increasing costs and decreasing budgets.

The departments expect the Human Resources Department to maintain classification, pay, and equity standards that allow them to recruit, develop, retain and promote top candidates. The Department ensures wages and benefits are competitive and that opportunities for skill maintenance and enhancement are available. This environment is conducive to the employee's professional growth while providing challenging work and opportunities for advancement.

Successful delivery of services to County residents, visitors and employees is the goal of every County program. Skilled and valued County staff is vital to that success. The Human Resources Department provides collaborative leadership to County departments and labor organizations to define the standards and the criteria for measuring employee excellence and ensure their consistent application.

Departments rely upon the Human Resources Department to provide consistent informed advice on the changing trends and laws that impact their staff. In order to do so, the Human Resources Department must have timely and accurate information that comes through training and research. Departments depend upon the Human Resources Department to provide legally mandated training (e.g. harassment prevention) to keep the workplace in compliance with policies, and to keep their employees informed of their rights and obligations.

A list of services provided by the Human Resources Department is depicted on the next page of the Business Plan.



SERVICES PROVIDED

The Human Resources Department provides consulting, personnel service and Administrative Support to the Board of County Commissioners, the County Administrator, Divisions and Departments in the following areas:

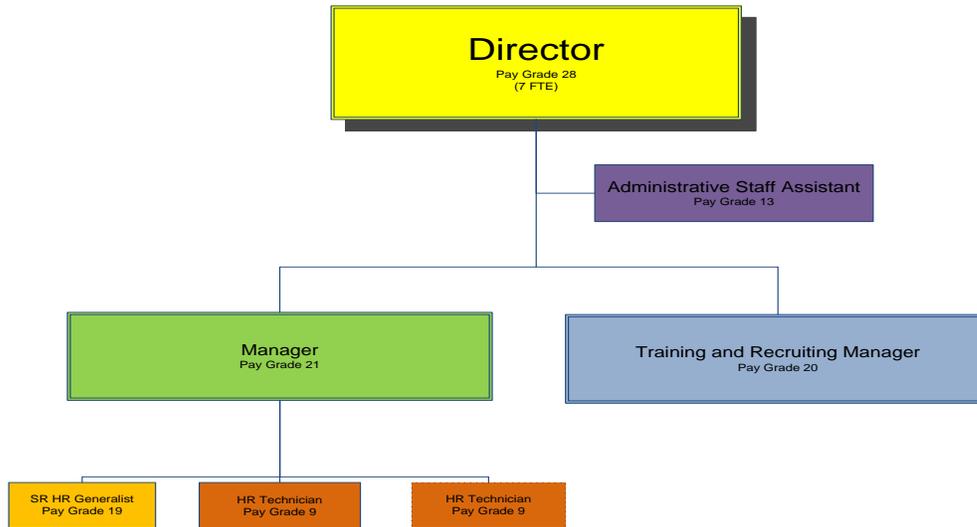
| | | |
|---|---|---|
| <ul style="list-style-type: none"> - Recruitment and selection - Equal Employment Opportunity - Background and fraud clearances - Classification - Compensation - Leaves and Attendance - Leave Donation program - Workers Compensation - Employee conduct and discipline - Performance appraisals - Appeals and grievances - Labor relations - Payroll - HR policies and | <ul style="list-style-type: none"> - Personnel records - Public records requests - Internal investigations - Employee incentive and reward programs - Survey Administration (External/Internal Customer satisfaction, Employee satisfaction) - Training Assessment, design, consultation, coordination, delivery and evaluation - Employee suggestion program - On-the-job training - Continuing Employee education - Tuition and education reimbursement - Skills development | <ul style="list-style-type: none"> - Staff development - Career development - Alliance - KRONOS - Management Reports - Position Control and classification - Position Description and Design - Reclassifications - Transitional Work program - Management and Employee Consultation and Council |
|---|---|---|



The Human Resources Department is located at 521 S.E. 26th Court, Ocala, FL 34474



Organization & Management



The Human Resources Department is staffed by a director, a human resources manager, a human resources generalist, two human resources technicians, a training manager, and one administrative support position.

The Human Resources Director provides supervision to the human resources manager, training manager, and administrative support. In addition, the purview of the HR Director extends to providing supervision to the internally operated Employee Health Clinic and Risk Management Division and Employee Safety Program. The position is supported by an Administrative Staff Assistant who provides administrative, budget purchasing and accounting support to the Director. The administrative functions include recording minutes for personnel hearings and labor negotiations as well as handling the payroll functions for (6) different divisions and offices. Additionally, this position provides administrative support to the entire department.

The director is ultimately responsible for overall management of all aspects of the Human Resources function. This position participates as an integral part of the County's administrative management team and reports directly to the County Administrator. This line of reporting facilitates efficient communication regarding transmittal of policy recommendations and collaboration on pending issues.

As chief negotiator, the director conducts contract negotiations with the County's two collective bargaining units. One for rank and file firefighters, paramedics, and EMT's, and the other for a supervisory unit of fire rescue captains. The director advises management on contract interpretation, grievances, and arbitration as the County's top labor relations professional.

The director spearheads policy decisions and initiates changes and updates to the employee handbook, operating processes, is heavily involved with all aspects of employee relations as well as ensuring excellent customer service. As part of the disciplinary procedure, the director conducts disciplinary hearings, convenes a peer grievance committee as required, and makes final decisions regarding termination of employees.

Supervision of the internally operated Employee Health Clinic involves maintenance of high level, cost effective, and efficient health and wellness services as well as ensuring all medical protocols and regulations are met.

Oversight and supervision of Risk Management and benefits is on-going to reduce costs and maintain a comprehensive benefit program for employees.

The Human Resources Manager is responsible for the operational functions of the department. The position provides direct supervision to the Human Resources Generalist and two (2) Human Resources Technicians. These are all front-line positions and the manager ensures the provision of excellent customer service.

Overseeing the hiring process from application through actual start date, this position includes administration of posting vacant positions, processing applications, ensuring compliance with state and federal regulations, background checks, records maintenance, and benefits enrollment. In addition, this position administers the human resources information system including automating various aspects of the application process.

The Human Resources Manager also conducts investigations involving harassment and other policy violations. The position coordinates information gathering for legal actions such as human relations or EEO complaints and is a primary advisor to supervisors for discipline and other employee relations matters. The manager serves on the collective bargaining negotiating team and compiles a variety of documentation in support of recommendations for contract completion.

This position also assist in the preparation of the department budget, monitors position control, FMLA, public records requests, the comprehensive salary administration plan, job classification and wage rate assignment, ADA, conducts disciplinary and termination hearings, and maintains current knowledge of human resources issues, laws and regulations to make recommendations for policy decisions.

The Human Resources Generalist is responsible for position control through monitoring all vacancies, maintaining an accurate approved position listing from the approved budget and making changes from any budget amendments throughout the fiscal year. Job postings are reviewed based on the vacancy list prior to advertising. The Generalist also reviews all hiring documents to ensure compliance with policies, procedures, laws and regulations.

The Generalist participates in union negotiations, compensation analysis, FMLA administration, and facilitates payroll issues regarding policy as well as resolution of automated and technical concerns in Alliance and

KRONOS. The position replies to public records inquiries and salary surveys and requests information from other entities on compensation and policies. In addition, the Generalist conducts exit interviews, unemployment hearings, and maintains current knowledge of human resources laws, regulations and practices.

The Human Resources Technicians are the front line for provision of human resources services. These interchangeable positions serve as customer service representatives for the department as well as perform a vast variety of technical applications for applicants throughout the entire hiring process and current staff. As the hub of human resources activity, the Technicians accept applications, review them for completeness, enter and compile data relative to EEO guidelines, maintain the human resources information system, and provide information to applicants and current staff.

Job postings are handled by the Technicians as well as follow through on the process after an applicant has been selected for employment in such areas as pre-employment testing, driver's license checks, and criminal background checks. They conduct a first day orientation to secure required employment and benefit documents and continue the hiring processing with submission of forms to Payroll and Risk Management. Changes to current employees are processed as well to maintain up to date and accurate personnel files.

As the customer service arm of human resources, the technicians interact with the general public, applicants, current staff, Risk Management, Employee Health Clinic, and Payroll as well as outside organizations for employment verification and other inquiries regarding employees and the department. The positions also respond to public information requests and maintain the department's records retention schedule.

The Training and Recruiting Manager oversees the provision of in-house training opportunities to employees. Acting as a trainer, the manager performs training needs assessments, writes lesson plans and conducts training in a variety of disciplines. The position seeks out qualified internal staff that has the expertise to conduct in-house training resulting in a cost effective means of offering this service. Training may be scheduled for employees in general or directed toward a specific need in an individual department. The manager also reviews external trainers for areas where internal resources are not available.

This position also administers Florida Retirement System services, coordinates volunteers through various subsidized programs, performs the recruitment function as needed, and participates in a variety of community service activities to promote the County. The Training Manager also facilitates internal activities such as the Employee Suggestion Committee, Citizens Academy, EEO reporting, and the new employee orientation program.



MARKETING AND CUSTOMER SERVICE

The Human Resources Department operates in a broad, dynamic environment. The Human Resources Department is responsible to a long list of customers and stakeholders. Challenges and opportunities arise on a continuous basis and the Department must be able to provide guidance while remaining flexible at all times. Our department is always cognizant of its clients, challenges, and available resources.

The Department seeks to integrate people, processes, and systems into knowledge that empowers the County. We must continually review this approach and the channels that are used in order to continuously meet the needs of our customers.

A vitally important part of the Human Resources Department customer service is creating and enforcing fair and consistent policies and procedures which are essential to human capital assets of this County. The policies and procedures should incorporate best practices into the process and must be thoroughly tested to assure the desired results are attained. Maintenance of policies and procedures accelerate the pace at which the County can adapt to change.

Marion County employs 1483 employees representing a broad range of occupations that deliver programs and services to the community. The County's departments, as well as other customers and stakeholders, look to the Human Resources Department to implement employee programs and initiatives that enable the County to attract and retain its highly-skilled and diverse workforce in a rapidly changing environment. The departments need to preserve this diverse workforce in a cost effective manner. The Human Resources Department is expected to develop and implement competitive strategies in the areas of recruiting, benefits, compensation, classification, and performance management and development. Finally, the departments count on the Human Resources Department to provide the framework to operate by setting, implementing, and consistently enforcing human resources related policies and procedures.

Our departments and employees look to Human Resources for sound business advice on how to review, analyze and address a myriad of personnel issues. They expect our services to be timely and accurate.

The average Marion County employee is 43 years old and has a salary of \$35,067. If you remove our young firefighters from the equation, the average age of our employees is 48. As the County's workforce continues to age and retire, the County will experience loss of expertise and knowledge while the job market for skilled employees becomes increasingly more competitive. Having evolved over time, many of these positions will be relatively difficult to fill because of skill requirements unique to the County. The corporate knowledge that

departs with the employee will be irreplaceable in the near term. The high rate of employee retirements will create more work in the recruitment and professional development areas.

However, due to the current economic recession and budget shortfalls recruitment efforts have decreased significantly and will continue to do so in FY 11/12. The recession will help us to recruit previously difficult to fill skills. Conversely, this environment will not last forever. Recruitment efforts will need to be undertaken when the environment improves. The Human Resources Department will need to be ready and will need to have its name in the market place. We will continue to investigate improved methods of marketing and for better ways of enticing potential applicants to the County for employment.

The retention of highly-skilled employees in specific occupations requires that time and attention be paid to compensation and working conditions so that the County remains an attractive employer.

We should be ready to accommodate the changing workforce expectations. Today's workforce has an increasing desire for professional development and recognition of excellence in the workplace. The new workforce also expects to use cutting edge technology and work for organizations that operate employment policies that permit greater work/life balance. The majority of new workforce entrants expect to have multiple careers and employers in their lifetimes

Finally, as the Board of County Commissioners and County Administrator oversees the management of the County, correspondingly the Human Resources Department serves the Board and County Administrator in a variety of roles in highly specialized matters and projects. Like any resource that needs to be managed effectively, the Human Resources Department helps manage County staff resources in the areas Employment and Recruiting, Employee Relations, Benefits, Compensation, Training and Development, and Records Maintenance.

FINANCIAL MANGEMENT

MARION COUNTY BOARD OF COUNTY COMMISSIONERS

BUSINESS PLAN BUDGET WORKSHEET

January 3, 2012

| Fund | | Department | | | | | |
|---------------------|---------------------------|-----------------------------|--------------------------------|------------------------|-----------------------|----------|---------|
| 001 | General Fund | | 2520 | Human Resources | | | |
| Account Code | Account Name | Actual Expenditures 2009-10 | Unaudited Expenditures 2010-11 | Amended Budget 2011-12 | Business Plan 2012-13 | Variance | % |
| EXPENDITURES | | | | | | | |
| 512101 | REGULAR SALARIES & WAGES | 332,836 | 316,801 | 304,549 | 293,337.00 | (11,212) | -3.7% |
| 521101 | FICA TAXES | 24,745 | 23,450 | 23,299 | 22,439.00 | (860) | -3.7% |
| 522101 | RETIREMENT CONTRIBUTIONS | 34,647 | 29,150 | 16,232 | 16,602.00 | 370 | 2.3% |
| 523101 | HEALTH INSURANCE | 40,547 | 37,887 | 40,482 | 40,482.00 | - | 0.0% |
| 523401 | LIFE, AD&D, LTD INSURANCE | 2,548 | 2,108 | 1,979 | 1,904.00 | (75) | -3.8% |
| 524101 | WORKERS' COMPENSATION | 1,806 | 1,640 | 1,889 | 1,824.00 | (65) | -3.4% |
| 531109 | PROFESSIONAL SERVICES | 13,864 | 16,151 | 26,360 | 26,360.00 | - | 0.0% |
| 540101 | TRAVEL & PER DIEM | 1,008 | 857 | 1,494 | 2,165.00 | 671 | 44.9% |
| 541101 | COMMUNICATION SERVICES | 1,740 | 1,283 | 2,000 | 1,800.00 | (200) | -10.0% |
| 542201 | POSTAGE & FREIGHT | 1,526 | 1,904 | 1,500 | 1,000.00 | (500) | -33.3% |
| 544101 | RENT & LEASES - EQUIPMENT | 6,621 | 5,318 | 7,516 | 6,516.00 | (1,000) | -13.3% |
| 545101 | INSURANCE - PREMIUMS | 2,658 | 2,383 | 1,804 | 1,804.00 | - | 0.0% |
| 546401 | REP & MAINT-OFFICE MACH | 1,227 | 1,300 | 1,300 | 1,300.00 | - | 0.0% |
| 547101 | PRINTING & BINDING | 1,298 | 564 | 1,000 | 1,300.00 | 300 | 30.0% |
| 549201 | ADVERTISING - LEGAL | 1,637 | 830 | 2,500 | 1,000.00 | (1,500) | -60.0% |
| 551101 | OFFICE SUPPLIES | 3,349 | 5,607 | 5,000 | 5,500.00 | 500 | 10.0% |
| 552101 | GASOLINE OIL & LUBRICANTS | - | - | - | - | - | #DIV/0! |
| 552106 | OPERATING - COMPUTER SFTW | 8,250 | 8,250 | 8,500 | 8,500.00 | - | 0.0% |
| 552108 | OPERATING SUPPLIES | 3,507 | 2,527 | 2,000 | 1,000.00 | (1,000) | -50.0% |
| 552113 | EMPLOYEE SERVICE AWARDS | 1,158 | 1,742 | 3,000 | 3,000.00 | - | 0.0% |
| 552116 | COMPUTER HARDWARE-OPERATI | 1,671 | - | - | - | - | #DIV/0! |
| 554101 | BOOKS/PUBS/SUBSCRIP/MEMBS | - | - | - | - | - | #DIV/0! |
| 554201 | DUES & MEMBERSHIPS | 511 | 1,124 | 975 | 975.00 | - | 0.0% |
| 555301 | TRAINING MATERIALS & SUPP | 1,256 | 1,233 | 1,500 | 1,500.00 | - | 0.0% |
| 555501 | TRAINING & EDUCATION | 339 | 325 | 700 | 1,456.00 | 756 | 108.0% |
| 555520 | TRAINING & EDUCATION PRGM | 7,687 | 4,263 | 7,500 | 7,500.00 | - | 0.0% |
| 564101 | MACHINERY AND EQUIPMENT | - | - | - | - | - | #DIV/0! |
| | | 496,436 | 466,697 | 463,079 | 449,264 | (13,815) | |
| REVENUES | | | | | | | |
| 36900206 | COST ALLOC-HUMAN RESRCES | 218,184 | 253,037 | 343,821 | 343,821 | - | 0.0% |
| | | 218,184 | 253,037 | 343,821 | 343,821 | - | |

FORECASTED VOLUME

| List Services provided: | Current volume | Forecast volume 2012-13 | Variance |
|---|---------------------------|--|-----------------|
| The Hiring Process | 325 | 482 | 157 |
| Recruiting | 40 | 50 | 10 |
| Volunteer Recruiting | 30 | 20 | -10 |
| Payroll | 26 | 26 | 0 |
| Payroll Administration | 600 | 700 | 100 |
| KRONOS Administration | 2500 | 2600 | 100 |
| PDQ Process | 25 | 104 | 79 |
| Pay Grade Determination | 15 | 15 | 0 |
| Sick Donated Leave | 25 | 25 | 0 |
| Long Term Disability | 10 | 5 | -5 |
| Florida Retirement | 20 | 60 | 40 |
| FMLA Requests | 350 | 570 | 220 |
| Unemployment Compensation | 77 | 80 | 3 |
| Appeal of Denied Compensation | 10 | 14 | 4 |
| Tuition Reimbursement | 14 | 14 | 0 |
| Employee Discipline | 100 | 130 | 30 |
| Employee Grievance (Union) | 5 | 7 | 2 |
| Employee Grievance (Non Union) | 10 | 12 | 2 |
| Investigation Process | 92 | 92 | 0 |
| Exit Interview | 15 | 20 | 5 |
| Union Negotiations | 3 | 0 | -3 |
| Employee Suggestion | 1 | 5 | 4 |
| Employee Service Awards | 200 | 230 | 30 |
| New Hire Orientation (# of times held) | 112 | 112 | 0 |
| Training (# of Classes) | 224 | 250 | 26 |
| Survey Requests | 15 | 15 | 0 |
| Public Information Requests | 150 | 150 | 0 |

PERFORMANCE MEASURES AND BENCHMARKS

| Performance Measure | Type of Measure: Workload, Efficiency, or Outcome | Enter Calculation formula | Marion County | Osceola County | Collier County | Manatee County |
|---------------------------------|--|--------------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| Total Labor Force | Workload | N/A | 1,483.30 | 1,556.38 | 1,646.00 | 2,065.00 |
| Total FTE HR Dept. | Workload | N/A | 7.00 | 14.21 | 16.00 | 10.00 |
| HR Departmental Costs | Workload | N/A | 490,439 | 702,996 | 1,654,200 | 935,829.00 |
| Employee Tuition Reimbursement | Outcome | N/A | 1.15 | N/A | 1.03 | 2.18 |
| Employee Turnover Rate | Workload | Turnover/Hiring | 9.10 | 11 | 7.19 | 10.63 |
| HR Employee to Total Employees | Efficiency | FTE/HR FTE | 211.90 | 109.53 | 102.88 | 206.50 |
| HR Cost per Employee | Efficiency | HR Budget/FTE | 330.70 | 451.69 | 1,004.98 | 453.19 |
| Employee Development & Training | Outcome | HRS/FTE | 9.63 | N/A | N/A | 17.12 |
| % of FTE's Devoted to HR | Efficiency | HRFTE/Total FTE | 0.47 | 0.91 | 0.94 | 0.48 |

| Benchmarks | Marion County | Florida Benchmark Consortium (Average) |
|---------------------------------|--------------------------|---|
| Total Labor Force | 1,483.30 | 3,885.75 |
| Total FTE HR Dept. | 7.00 | 23.50 |
| HR Departmental Costs | 490,439.00 | 4,598,087.62 |
| Employee Tuition Reimbursement | 1.15 | 2.10 |
| Employee Turnover Rate | 9.10 | 16.80 |
| HR Employee to Total Employees | 211.90 | 129.69 |
| HR Cost per Employee | 330.70 | 1,183.32 |
| Employee Development & Training | 9.63 | 18.37 |
| % of FTE's Devoted to HR | 0.47 | 0.86 |

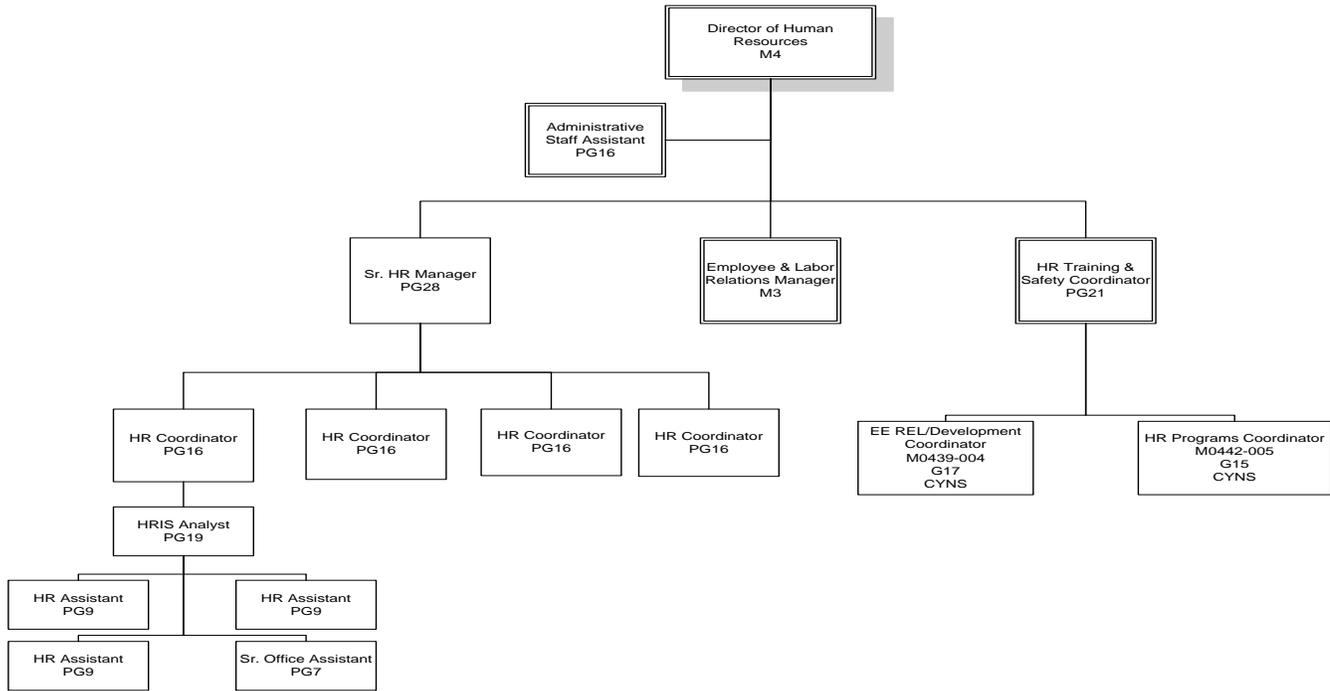
COMPARATIVE SITE VISIT

This year the Human Resources Department was compared with the Osceola County Human Resources Department. Lack of available travel funds precluded an actual site visit. However, a comparison was made by phone and email. The Osceola County HR Department has 14 full time positions, an annual budget of \$702,996 and provides services to 1556 employees. The Osceola HR Department has a Director, Senior HR Manager, Employee Labor Relations Manager, HR Training Coordinator, four HR Coordinators, HR Analyst, 3 HR Assistants, Senior Office Assistant, and an Administrative Assistant. The Marion County HR Department has 7 full time positions, an annual budget of \$463,079 and provides services to 1483 employees. Osceola County has one Union.

Comparatively, the MCBCC HR Department provides services to 211.90 County employees per HR position while Osceola County performs services at a higher cost and to only 109.53 employees per HR position.

The next page depicts the organization charts of both organizations.

**OSCEOLA COUNTY, FL
ORGANIZATION CHART 2012**



Marion County Human Resources Org Chart 2012

