



Human Resources Business Plan

Fiscal Years: 2024 and 2025*
(10/1/2023 through 9/30/2025)

Approved by:

Melanie McLean

Melanie Mc Lean, Interim HR Director

A handwritten signature in black ink, appearing to read "Carladenise Edwards".

Carladenise Edwards, Chief Administrative Officer

6/14/2024

Date

6/19/24

Date

Plan Date: January 26, 2024 - Updated

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DEPARTMENT OVERVIEW

Department Mission

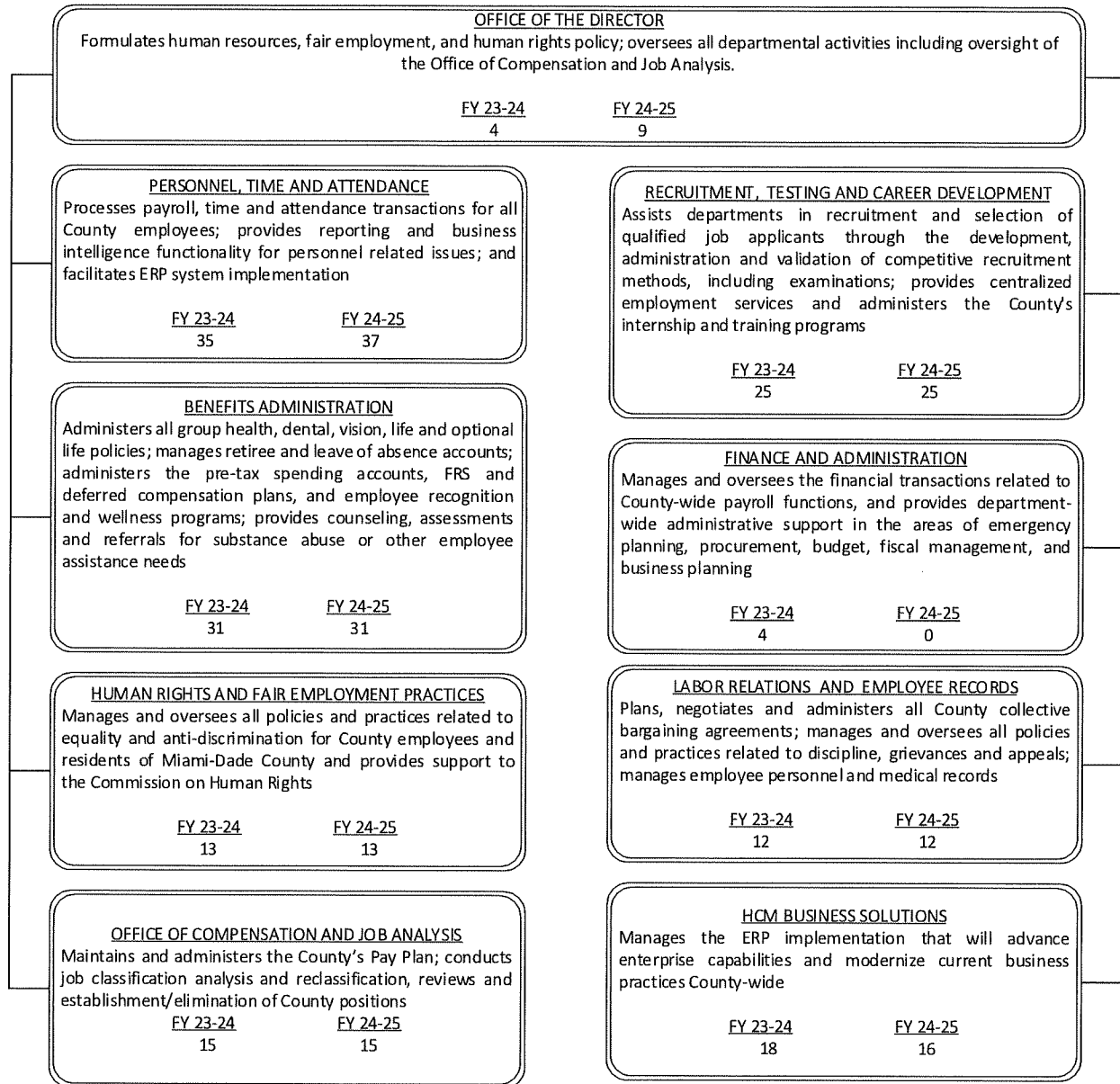
To deliver quality, equitable and innovative Human Resources services that enable the County to attract, develop, retain, and support our most valuable assets, our employees, in order to ensure fairness, accountability, and serve the broader needs of our diverse community.

The Human Resources Department has adopted the Mayor's Guiding Principles and is committed to working each day on making these guiding principles our priority.

- Efficient
- Solution-focused
- Welcoming
- Agile
- Inclusive
- Open and transparent
- Respectful
- Kind



Table of Organization



The FY 2024-25 total number of full-time equivalent positions is 158



Overview of the Divisions in Human Resources

Office of the Director

The Director's Office provides leadership, direction, and support to the six divisions in Human Resources and provides oversight for the Office of Compensation and Job Analysis. The following is a brief summary of the duties performed by the Office of the Director.

Directing policy related to benefits administration, labor relations, compensation, recruitment, payroll, and human rights and fair employment practices.

- Reviewing and updating human resources policies and procedures, including administrative/implementing orders.
- Coordinating countywide emergency planning activities to provide disaster assistance employees.
- Providing guidance to departments on human resources policies and procedures.
- Providing oversight for implementation of human resources system upgrades and technology solutions.
- Submitting agenda items, including updates to Leave Manual and Pay Plan.
- Providing human resources training to Department Personnel Representatives (DPRs) and other HR employees.
- Coordinating responses to public records requests.
- Preparing annual departmental budget, business plan, budget narrative, and related budget activities, staffing chart and position management.
- Managing fiscal department responsibilities, including accounts payable, accounts receivable, and department procurement-related functions.
- Coordinating social media and public relations for the department.

Priority Initiatives of the Director's Office

- In order to gain valuable insights from employees and external customers, HR plans to expand the use of customer satisfaction surveys. Survey results will be one factor in driving the strategic direction of the department, improving customer service, and building and fostering a workplace culture of trust and engagement. The department will continue to engage with the Communications and Customer Experience Department to develop and deploy surveys, to ensure that the results are easily analyzed, presented well and may be quickly acted upon.
- The Director's Office will also be conducting a comprehensive SWOT analysis which will also be a key factor in determining and planning priorities and the future strategy for the department.
- Lead the effort to expand supervisory training that will be offered to employees who have been promoted to these roles or are new County hires. Additionally, executive leadership training is being revamped.



- Work collaboratively with the Internal Services Department (ISD) and Information Technology Department (ITD) on the reconfiguration of the 20th and 21st floors of the Stephen P. Clark Center. The floor redesign assumes that most of the staff will be hoteling or sharing specific workspaces. Additionally, the type of computer equipment that is purchased in the future is also another important consideration (e.g. docking stations and laptops versus desktops).

Office of Compensation & Job Analysis

The Office of Compensation & Job Analysis reports directly to the Director and maintains and administers the County's Pay Plan, conducts classification job analysis, re- classification and selective salary reviews, develops minimum qualifications for job postings, conducts salary surveys, and establishes and eliminates County positions.

Priority Initiatives of Office of Compensation & Job Analysis

- Maintain internal equity and fairness in the County's compensation and classification system.
- Review department reorganizations, individual reclassification actions, and job classification duties. Conduct entire classification wide studies to ensure classification salary levels are adequate to recruit and retain applicants/employees.
- Maintain the County's Pay Plan, including the addition/deletion of classifications.
- Maintain Occupations database with classification information, including minimum qualifications, certifications and preferences.
- Review and advise departments on the eligibility of pay supplements.

Provide survey data for other municipalities and consulting firms and facilitate the collection of compensation data to support and assist in the establishment of policies related to classifications and job evaluations. Special Projects in Office of Compensation & Job Analysis

- Automate various procedures, including reclassification work-flow submittal process, reclassification work log, creation and utilization of a Compensation dashboard, and job specifications.
- Conduct analysis of the proposed changes to the Fair Labor Standards Act (FLSA) which will increase the salary threshold for executive, administrative and professional employees from \$35,598/ year minimum to \$55,068/ year minimum. This means most current, salaried (non-overtime eligible) employees earning less than \$55,068 a year will, by law, receive overtime.
- Identify and hire an outside vendor to introduce an automated, on-line point factor job evaluation system to replace the current classification/job analysis review methodology and processes.
- Coordinate the collection and analysis of job specifications from departments as part of the new purchase of Payscale Job Description Management software tool to include training on writing effective job specifications and descriptions.
- Conduct ongoing review and analysis of lower compensated county classifications.



- Identified salary compaction issues associated with countywide compensation upgrades.
- On-going development of compensation job analysis training for Department Personnel Representatives, department leadership and countywide comprehensive classification review.
- Coordinate with ITD to establish digital repository to replace physical occupational folders using Compensation defined search fields.
- Review, analyze and provide recommendations of trades and professional benchmark classifications.
- Continue to review and amend minimum qualifications of executive and professional classifications requiring a college degree to determine if work experience may substitute for the requisite college degree.



Benefits Administration and Employee Support Services

The Benefits Administration Division includes employee benefits, wellness, eligibility determinations, programming, plan design, education, communication workshops, health fairs, retirement counseling and insurance payment collection for retirees and employees on leave of absence. The Division also includes the Employee Support Services (ESS) Section that provides services including employee engagement, employee recognition, and service awards programs and the Employee Assistance Program (EAP).

The Division also provides support to benefit plan administrators and departments on a variety of benefit and wellness programs such as Wellness Works, healthcare, dental, vision, flexible spending accounts, life insurance, and other supplemental benefits. The Division provides support to administrators of county-sponsored deferred compensation retirement programs, and the Florida Retirement System (FRS).

The Benefits Division continues to work with labor unions to develop a cost containment strategy and policies that better mitigate the growth of healthcare costs, while continuing to provide comprehensive benefits to the employees and retirees of Miami-Dade County.

Benefits Administration Section

The Benefits Administration Division reviews and seeks Requests for Proposals (RFPs) on contracts for the numerous County employee benefits programs, including group medical, dental, vision, disability income protection, group legal, flexible benefits (IRS Section 125 spending accounts), and life insurance plans. This involves negotiations with vendors to ensure that all employee benefit programs meet the needs of participants, meet state and federal mandates, are cost effective, and comply with legal requirements. The Division conducts annual open enrollment activities and acts as a liaison between benefits vendors, departments, and employees.

In addition, the Benefits Administration Division will continue to promote cost savings initiatives across benefit programs that include the use of AvMed's onsite wellness coaches, Smart Shopper, MD Live - Virtual Visits, Sword Health, Optum, WellnessWorks and HealthyRoads, increased wellness fair health screenings, health and financial wellness workshops and related activities.

Following cost savings initiatives in 2023, the Benefits Administration Division expanded SWORD Health program, which provides virtual physical therapy services for employees and their covered family members enrolled in the County's health plans to include Bloom. The program provides savings to employees as it does not require copayments for visits. Bloom also provides savings to the County and is a more convenient and private way of addressing pelvic health from the comfort of home or when you are traveling using biofeedback to support improvement of pelvic health symptoms. It also mitigates the need for surgeries and costly treatments, therefore, lowering claims cost to the County.

Additionally, the Benefits Administration Division expanded the existing Optum/AvMed behavioral health plan services and support tools to include Sanvello, which is an application that uses cognitive behavioral therapy (CBT) and mindfulness techniques to offer on-demand self-help for general behavioral health needs on the member's mobile devices. It offers a variety of helpful tools



to employees and their families including the tracking of health/mood data over time, integrated goal setting and progress assessments, interactive psychoeducation, and relaxation/coping tools with no additional costs incurred by the County.

The Benefits Administration Division introduced two new lower-cost Medicare Advantage plan options with Prescription Drug Plan (MAPD) now available to retirees over age 65; AvMed Medicare Advantage National Choice and AvMed Medicare Advantage Plan options, with access to dental, vision and fitness benefits, that are being provided by the County and administered through AvMed, effective January 1, 2024.

In 2024, the Benefits Administration Division will be introducing the "Special Pay Plan" a defined contribution retirement plan managed by Bencor. The employer sponsored 401(a) Special Pay Plan will afford eligible participants the ability to contribute accumulated sick, vacation and other allowable incentive pay. The Special Pay Plan will allow eligible participants the ability to defer Social Security and Medicare taxes while deferring income tax dollars until the funds are withdrawn. It also provides Miami-Dade County savings up to 7.65% of wages from Social Security and Medicare taxes that otherwise are deducted from wages paid out.

Priority Initiatives in Benefits Administration

- Administer employee benefits programs, such as medical, dental, vision, life insurance, as well as other supplemental benefit plans.
- Conduct annual open enrollment of health and various supplemental benefits.
- Ensure the County's benefits programs comply with federal and state legislation.
- Develop and implement business rules and procedures connected to the administration and programming required for the implementation of and renewed benefit plans, or policy changes, and government mandates affecting employee benefits.
- Provide in-depth counseling sessions for prospective retirees, as it relates to the Florida Retirement System, deferred compensation, medical, dental, life and accumulated leave payments to ensure a smooth transition from active employment to retirement.
- Participate in procurement efforts of various benefits-related contracts: health, vision, dental, life insurance, benefits consulting, legal, short-term and long-term disability, deferred compensation, and flexible spending accounts.
- Coordinate and host wellness events to improve health and wellness to contain and reduce healthcare costs.
- Provide customer service functions to assist employees in understanding their benefits; provide support to department HR liaisons; respond to benefits inquiries and complaints to ensure prompt, equitable and courteous resolution.
- Maintain communications materials and develop new online materials and tutorials to communicate employee benefits programs eligibility rules.
- Maintain and update on an annual basis, benefits policies, and procedures manuals; conduct annual open enrollment and information sessions to employees/upcoming retirees regarding health and supplemental benefits.



- Oversee adherence of vendor performance guarantees and internal metrics to improve the delivery of customer service functions.
- Continually develop ongoing cross-training sessions with the Benefits Administration team.
- Continue with informational workshops for retirees on a yearly basis.
- Work with contracted vendors to continue to make improvements to employee benefit offerings while in the most cost-effective manner possible.

Employee Support Services Section

The Employee Support Services (ESS) section includes the Employee Assistance Program (EAP), the Wellness Program and the Employee Engagement Program. The section provides streamlined health services that will reduce costly direct services and increase early intervention and prevention strategies to educate employees on healthy pursuits before they become problems. ESS will explore technological upgrades, such as online training, to reach a wider segment of employees and address the proliferation of mental health and substance abuse problems Countywide.

Priority Initiatives of ESS

- Provide quality services to improve employee health and overall wellbeing and support employees struggling with personal health and wellness issues that affect their ability to optimally function within the workplace.
- Evaluate and explore options for meeting the continued increase in need for EAP services and emotional wellness support. The EAP program continues to be highly utilized by the employee population. For the past 5 fiscal years there has been significant program utilization increases. Outreach increased from 2,276 in 2018/19 to 19,973 in 2022/23, accounting for an over eight-fold increase in outreach and engagement in the program. The program has added an additional three clinical and administrative budgeted staff over the last 2 fiscal years to continue meet employee needs and increased employee outreach. In 2024, the EAP projects to maintain outreach at current levels or slightly above.
- The Wellness Program has expanded from its total participation touchpoints of 171,892 total active participant touchpoints across all programs with a unique participation of 19,882 employee and retirees in 2018 to 227,234 total participant touchpoints across all programs. In calendar year 2022, the Wellness Program had 26,006 employee and retiree touchpoints accounting for those participated in at least one Wellness program activity (excluding Disease Management Services) per AvMed's Annual Reporting. This accounts for a 51% total participation in the program. This has demonstrated in a 5-year period an increase of 45.7% employee participation based on annual reporting of participation in the program (18,142 in 2018 to 33,393 in 2022). This increase in engagement and high utilization in the WellnessWorks Program has constrained the current bandwidth of the team which currently consists of 1 HR Program Coordinator and 1 HR Program Support Specialist to maintain the current demand, and therefore are requesting one additional staff to support current and future growth. In 2024, the WellnessWorks Projects to maintain outreach at current levels or slightly above



Employee Assistance Program (EAP)

The Employee Assistance Program provides direct services and consultation to County departments, to Miami-Dade County employees and their qualified family members. EAP helps employees deal with life difficulties and offers helpful resources for any stage of life challenges. EAP serves to:

- Improve productivity and employee retention
- Reduce ongoing healthcare costs
- Minimize legal liability
- Provide education and resources
- Provide and coordinate clinical crisis management referrals

Priority Initiatives of EAP

- Evaluate to determine mental health and/or substance abuse problems that interfere with the competency of County employees performing their duties.
- Provide training to supervisors and DPRs and their staff to recognize signs of mental health and substance abuse so that early intervention such as professional counseling and treatment can be provided to help employees and mitigate potential issues.
- Refine the network of skilled clinical and support service providers within the AvMed network who meet the needs of our employee population.
- Refer employees to appropriate community-based providers to address identified problems.
- Provide counseling and referral to employees in emergency mental health situations.
- Evaluate, monitor, and make recommendations for employees who test positive for alcohol and/or illegal substances in violation of Department of Transportation compliance rules.

Special Projects in Employee Assistance Section

- Partner with the Mayor's Office, Board of County Commissioners and Departmental Leadership to support and develop Mental Health initiatives and events that encourage and promote emotional wellness within the MDC employee population.
- Provided Critical Incident Stress Management support groups and onsite interventions to support Departmental leadership and staff within the County during times of need.
- Develop and implement presentations, initiatives and events focused on emotional wellness, psychoeducation, and mental health support Countywide within a variety of formats tailored to department and employee needs.
- Develop innovative and engaging opportunities to build awareness and support the various awareness months within the calendar year that relate to mental health and substance use (Mental Health Awareness Month, Suicide Awareness Month, Recovery Month, etc.)



Wellness Section

The Wellness Program provides opportunities for employees to proactively improve their health by providing health education, wellness events, in person/telephonic health and nutrition consultations and programming. The Wellness Program provides direct services and consultations to all County departments, Miami-Dade County employees and their qualified family members.

Priority Initiatives of the Wellness Program

- Utilize health trend data to determine the primary health concerns and disease states of County employees and provide targeted health education/ wellness campaigns to the various County departments.
- Schedule wellness events (Health Fairs, Biometric Screenings, Health Coaching, Wellness Workshops, Campaigns/Challenges, lunch and learns) for County departments.
- Coordinate the schedule of the AvMed wellness staff, employee health coaching volume, and provide oversight for their workshop/program content.
- Coordinate all facets of the wellness program: scheduling, marketing, education, and reporting.
- Maintain the Wellness Works online portal, weekly wellness emails to DPR/Wellness Liaisons, and HR Wellness page; monitor Wellness Works program in collaboration with AvMed and prepare monthly wellness newsletters.
- Track wellness vendor service level agreement reports and guarantees; maintain AvMed's wellness budget for incentives, collateral, wellness calendar of forecasted events, and inventory of incentive items.
- Develop and schedule department specific "pilot" programs, as needed.

Special Projects in Wellness Section

- Continue to enhance Biggest Winner Challenge to increase health outcomes in a more interactive approach with departments.
- Develop new campaigns aimed at reducing metabolic syndrome (Sizzling your waist challenge 2024)
- Explore opportunities to continue to steer quarterly large-scale events to be more inclusive of physically engaging components (Glow Run, Annual 5k, MDC Spartan Run 2024, etc.)



Employee Engagement Section

Employee Engagement is at the heart of our Employee Benefits Programs and its focus includes these established programs:

- IDEA Machine- IDEA Rewards/ Employee Suggestion Program (ESP) (A.O. 7-8)
- Employee Recognition Programs- (Department Employee Recognition Awards DERA and Employee of the Year (EOY) (A.O. 7-30)
- Service Awards Program
- I THRIVE Employee Engagement Portal
- The Employee Discount Program (EDP)
- Employee Communications/Newsletters
- Outreach events to bring services such as eye clinics and mammogram exams to employee worksites.

To further develop employee engagement, events are scheduled throughout the year to reach all County employees. Events include:

- Croquetas with Cava
- Seasonal onsite events at different worksite locations Educational Fairs
- Annual 5K/Family Fun Day event in the fall
- Glow to Thrive
- Employee Appreciation Week Day/Week/Month

Service Awards are scheduled monthly, and Idea Rewards presentations as needed. This requires coordination with the Office of the Chair and the Mayor.

Priority Initiatives in Employee Engagement Section

- Recognize County employees on the I THRIVE employee engagement portal.
- Process IDEA Machine submittals from initial receipt, department assignment, resolution/ response, and potential award/ recognition.
- Review and support departmental employee recognition efforts.
- Recognize employee milestones with service pins, plaques, milestone bonuses and anniversary letters from the Mayor.
- Provide community merchants with a platform where they can offer discounts and incentives to engage/outreach County workforce.
- Communicate HR and Benefit Section programs and merchants' groups through digital newsletters weekly, bi-weekly, and monthly.
- Constantly explore and deliver new services to support employees at work.



Special Projects in Employee Engagement Section

- Continue to refresh and expand available programming to engage and recognize County employees with online peer- to-peer recognition program and additional events and opportunities for employee appreciation.
 - Employee Engagement continues with the ITHRIVE portal initiative, where employees directly participate by sharing stories about great service and positive experiences. The landing page and site have been evolving to accommodate the participation of both employees and department leadership with social media kudos and well-developed stories that are archived as a resource and history for employees to acknowledge and celebrate.
 - Continue to host **Croquetas with Cava**, an employee engagement initiative which provides the Mayor the opportunity to connect with employees from all departments in a quarterly informal breakfast event.
- Collaborate and partner with other groups such as WellnessWorks, local universities and merchants to expand outreach and learning opportunities for employees.
- Develop additional opportunities for the **Mayor's** office and leadership to support and engage employees.
- Utilize guidelines for IDEA Rewards/ESP Program and Employee Recognition Programs to serve more departments and innovation initiatives at all levels.
- Develop and participate in succession plan. Transfer knowledge to staff that will manage employee engagement programs.
- Continue to promote the IdeaScale tool to process employee ideas more efficiently and develop more department engagement and support. IdeaScale provides ideas and potential solutions for ad-hoc engagement by other departments for special priorities/projects.



Labor Relations and Employee Records

The Labor Relations and Employee Records Division is responsible for working collaboratively with the ten bargaining units to negotiate successor agreements.

The Division continues negotiating successor collective bargaining agreements for the 2023-2026 contract terms and have the contracts ratified by the membership and the Board of County Commissioners. The Division will continue to participate in the Healthcare Cost Containment Committee, with goals of collaborating with all collective bargaining units to effectuate a more cost-effective health care plan for County employees.

During FY 2022-23, the Labor Relations Division continued to coordinate Labor Management meetings with union leaders and department directors, as needed. The purpose of the meetings is to improve relations between management and labor, and to resolve conflicts and issues before they become grievances. Additionally, the Division engaged the various labor unions to jointly develop and implement better business practices and resolve disputes, whenever possible.

Priority Initiatives in Labor Relations

- Negotiate, interpret, and administer ten collective bargaining agreements.
- Coordinate and facilitate Labor Management meetings between departments and unions to address and/or resolve labor matters and develop Memorandum of Understanding (MOUs), as needed.
- Resolve collective bargaining grievances prior to the arbitration hearing.
- Prepare disciplinary executive summaries and findings.
- Administer the County's progressive discipline program.
- Provide guidance to department liaisons to ensure compliance with A.O. 7-3 Disciplinary Action, A.O. 7-47 Standardization of Disciplinary Action, and specific provisions of the collective bargaining agreements.
- Process and conduct employee appeal hearings for Performance Evaluation, Short-Term Disability, Career Service Grievances, Name-Clearing Hearings (Probation and Exempt Employees), as per A.O. 7-31, Classification and Job Abandonment.
- Administer the County's Medical Assessment Program, which includes County and Department of Transportation drug and alcohol testing, pre-employment physicals, and fitness for duty examinations.
- Facilitate and review the American with Disability Act (ADA), Family Medical Leave Act (FMLA), and Leave of Absence (LOA) extensions requests for County departments.
- Provide Departmental Administrative Disciplinary Training annually.
- Provide training and updates at Departmental Personnel Representative meetings, as needed.
- Respond to inquiries and assist outside agencies, (i.e., governmental agencies, municipalities, etc.).



Special Projects in Labor Relations

- Create curriculum for Disciplinary Action Training for the Supervisory Training Program.
- Conduct research and data analysis on related labor issues.
- Work with the INFORMS team to develop and deploy the County's Enterprise Resource Planning (ERP) Discipline Tracking Program.
- Facilitate quarterly grievance meetings between the Miami-Dade Fire Department and the Dade County Association of Firefighters (IAFF Local 1403).
- Assist in the transition to the newly established five (5) Constitutional Officers by January 07, 2025

Employee Records Section

The Records Center serves as the central repository of human resources records, including personnel and medical records. The Records Center supports the records management process, from records collection, management, and disposition. The Records Center manages public records requests for information and provides guidance to other departments and agencies related to the management of employee records.

Priority Initiatives in Records Center

- Personnel and medical records management; custodian of records: includes scanning all documents into employees' electronic folders.
- Respond to public records requests (media, subpoenas, employees, and the public).
- Work with the applicable HR Divisions to scan documents into an electronic repository in preparation for the configuration of the 20th and 21st floors of the SPCC.
- Identify and implement Department opportunities for transitioning from paper files to electronic files.



Personnel, Time and Attendance Division

The Division is tasked with one of the department's most critical functions: the generation of the County's \$2.8 billion annual payroll and accurate processing of more than 30,000 employee paychecks on a bi-weekly basis.

The Division must respond quickly when the County and the bargaining units ratify collective bargaining agreements. The ratification of the 2023-2026 collective bargaining agreements required implementation of numerous changes to employees' payroll records and also affected non-bargaining employees.

The Division also supports County operations by responding to personnel-related requests for remedy tickets and reports.

Priority Initiatives of the Personnel, Time and Attendance Division

- Increase efficiencies by continuing monthly training for staff to properly utilize pertinent INFORMS HCM modules.
- Continue to develop and deploy monthly training for DPRs and their staff to enable them to properly perform HR transactions.
- Process payroll and HR transactions for more than 30,000 employees.
- Maintain critical tables which serve as the functional base for the entire HR time and labor, benefits, finance, and payroll system.
- Provide functional /technical support for all human resources information/payroll systems.
- Create and maintain Standard Operating Procedures (SOP) manuals for new and established processes and procedures in light of the INFORMS implementation.



Human Rights & Fair Employment Practices

The Human Rights & Fair Employment Practices (HRFEP) Division aligns diversity management and equal opportunity functions with the core mission of the department and the County's strategic goals. The Division promotes fairness and equal opportunity in employment, housing, public accommodations, credit and financing practices, family leave and domestic violence leave in accordance with Chapter 11A of the Miami-Dade County Code, as amended.

The Division is comprised of two sections: Fair Employment Practices (FEP) and Human Rights.

- Internal Support: The FEP section monitors the County's diversity management and fair employment programs and promotes bias-free work environments in Miami-Dade County. FEP also develops and implements employment policies and programs that ensure diversity and inclusion, investigates complaints of discrimination, performs fact-finding and mediation conferences, resolves workplace conflicts and develops programs that focus on the creation of supportive and inclusive work environments.
- External Customers: The Human Rights section coordinates the enforcement of Chapter 11A, the County's anti-discrimination ordinance, and serves as staff to the Miami-Dade Commission on Human Rights (CHR). The ordinance prohibits employment, housing, and public accommodation discrimination based on race, color, religion, ancestry, national origin, sex, pregnancy, age, disability, marital status, familial status, sexual orientation, gender identity, gender expression, actual or perceived status as a victim of domestic violence, dating violence, or stalking, and source of income.
- An ongoing focus has been placed on strengthening and refreshing existing County diversity programs, including the development and implementation of mandatory diversity training for all County employees. This training program aims to increase awareness and sensitivity to diversity issues and further reinforces the County's efforts to develop inclusive work environments where diversity is valued and celebrated.
- Public education campaigns and outreach programs and events have been designed to meet the needs of the County's diverse communities, including small businesses, traditionally underserved communities, and lower income residents.
- HRFEP has also built sustainable, collaborative partnerships with state and federal civil rights enforcement agencies, community leaders, advocate groups, non-profits, and community-based organizations to promote equal opportunity, prevent human rights violations and encourage residents to report unlawful conduct.



Priority Initiatives of Human Rights & Fair Employment Practices

- Intake discrimination complaints filed under Chapter 11A of the County's Human Rights Ordinance, as amended and Implementing Order 7-45.
- Resolve discrimination complaints through investigation and/or alternative dispute resolution mechanisms in a timely and efficient manner.
- Develop and implement County diversity policies and programs, in compliance with federal, state and local law.
- Advise departments on best practices in equal employment opportunity (EEO), diversity management, and fair employment practices.
- Process and conduct CHR appeal hearings and business meetings.
- Administer the procurement of Reasonable Accommodation items to include, but not limited to, chairs, computers, modified computer screens, etc.
- Provide comprehensive training, guidance, and updates to departmental Fair Employment Liaisons (FEPLs) on investigations and EEO topics.
- Develop and facilitate new employee trainings and community workshops on emerging diversity topics and continue facilitating employee trainings and public education and outreach activities.
- Process and provide information to the CAO regarding FEP appeal hearings, then prepare executive summaries to submit to the Mayor.
- Develop, process, and submit the mandatory bi-annual EEOP and EEO4 reports for the County to the Equal Employment Opportunity Commission (EEOC) and the Department of Justice (DOJ).
- Maintain the County's contract/workshare agreement with the EEOC.
- Receive reinstatement of substantial equivalency with US Department of Housing and Urban Development (USHUD).
- Create and maintain Standard Operating Procedures for new and established processes and procedures and identify ways in which case processing timelines can be shortened.

Special Projects for Human Rights & Fair Employment Practices

- Continue to enhance the certification training program for departmental FEPLs.
- Partner with the Mayor's new Office of Diversity and Inclusion and develop new training materials to address the goals for the Mayor's Thrive305 Initiative.
- Disseminate a quarterly newsletter regarding new and emerging topics in civil rights, EEO, and diversity management.



- Continue to create outreach events regarding specialized topics for the community to ensure they are aware of their rights and responsibilities under anti-discrimination laws and to ensure a more healthy, kind, and successful community.
- Continue the development and implementation of the "Know Your Rights" public outreach and education campaign to increase residents' awareness of their rights under federal, state, and local anti-discrimination laws and the services provided by HRFEP.
- Partner with the federal EEOC to develop quarterly public education events ("Lunch n' Learns").
- Develop a communication toolkit for the FEPLs to provide their department's employees with valuable information on the County's anti-harassment policies, fair employment practices, complaint reporting procedures, and training.
- Administration of EmployABILITY305 interns and training programs, a program designed to identify barriers to employment of persons with disabilities, take proactive steps to overcome those barriers, and provide the support necessary to promote success, accessibility, and inclusion in Miami-Dade County's employment programs.
- Ensure employee compliance with the mandatory eLearning refresher training on Diversity, Equity, Resiliency, and Inclusion Awareness.
- Respond to public records requests (media, attorneys, subpoenas, employees, and the public).
- Scanning of old paper files into electronic format and indexed into electronic format and subsequently certify the process through the Clerk of the Courts for Public Records purposes.
- Developing SOPs regarding investigations process in collaboration with and for the new Constitutional Offices.
- Develop advertisement and recruitment process for potential CHR Board Membership.



Recruitment Testing and Career Development

The Recruitment, Testing and Career Development Division (RTC) administers the countywide recruitment efforts aimed at attracting, engaging, recruiting, retaining, and developing a resilient workforce. The Division is responsible for ensuring that the County conducts a fair and equitable recruitment process to include eligibility determination to ensure applicants meet the minimum qualifications, effective development and administration of valid and reliable employment testing, as well as the expeditious onboarding of all new hires throughout the completion of a criminal history background check and the verification of employment eligibility. RTC also manages the Career Development and Training programs for County employees, including the Performance Evaluation process and workforce development. Additionally, the Division is responsible for managing the development and implementation of countywide internship, mentorship and apprenticeship programs to engage local youth and nurture the workforce of the future.

HR is focused on employing recruitment strategies aimed at fostering career opportunities for local talent while employing a more agile and innovative approach to countywide recruitment efforts. Through our Work Here Thrive Here recruitment campaign, HR utilizes various mechanisms in addressing the county's challenges in recruiting for hard-to-fill positions. RTC collaborates with Career Source South Florida to coordinate monthly Career and Job Fairs. These events have been hugely successful in promoting the County's job opportunities and providing a one stop shop by conducting on the spot hiring, issuing contingent job offers and processing criminal history background checks. Through this career and job fair initiative, HR has directly engaged more than 9,400 residents in their communities and surpassed 1,000 contingent job offers to applicants. Multiple local non-profit organizations and educational institutions have also participated in these hiring events, to promote career search support and educational programs. The Division continues to evaluate current recruitment strategies while exploring ways to enhance engagement with job seekers in the community and build on the successful recruitment resulting from these events.

As one of the key priorities of the Thrive305 engagement initiative, the RTC Division continues to promote opportunities for local youth to grow and succeed within our community through the enhancement and marketing of internship, mentorship, volunteer and apprenticeship programs. These programs not only provide prospective youth and students with meaningful and valuable work experience, but also assist with mitigating some of the recruitment challenges faced within highly specialized and/or hard-to-fill positions. Promotion of these programs will increase engagement and generate interest in pursuing a career in the public sector and specifically with Miami-Dade County.

Through our continued partnership with the Miami-Dade County Public Schools (MDCPS) and CareerSource South Florida, the County has established the framework of an Apprenticeship Program aimed at filling gaps within our workforce and to allow students currently enrolled in vocational schools to formally acquire on-the-job skills related to their field of study. This apprenticeship initiative will aid in the effective recruitment, hiring and retention of a well-qualified, highly skilled workforce. A program has been established for the Heavy Equipment Technician and Welder classifications, in collaboration with the Internal Services Department, and will be rolled out countywide to include additional classifications in other County departments.



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The focus on attracting and retaining the best and brightest talent within our community remains a top priority, which has led to revamping the County's current College Internship Program. The goal is to reach students, early in their college experience, as they consider their career goals and future professional interests, HR is re-engineering the County's internship program and developing a framework outlining the process of hosting interns. This framework will ensure that standard guidelines are followed while guaranteeing a purposeful and positive experience for college students. HR will manage the recruitment process to include outreach, engagement, and advertisement of internship opportunities; and coordinating with departments the interview, selection, and onboarding of interns. Additionally, ongoing programs such as the Miami-Dade County Public Schools Summer Youth Internship and annual High School Internship Program continue to expose youth to the myriad of career opportunities available in County government.

In the 2023-24 school year, Miami-Dade County and Big Brothers Big Sisters of Miami (BBBS) celebrated its tenth-year partnership of the School to Work Mentoring Program. This program has been successful in providing students from Miami-Dade County Public Schools (MDCPS) with the opportunity to be mentored by the County's workforce and exposing them to the varied careers in public service, while learning about the valuable services local government delivers to the community. This program is a rewarding experience for County employees, as participants help pave the future of our youth and form generational bonds.

HR considers employees to be our most important resource and provides growth and development opportunities to assist employees in enhancing their professional and leadership skills and cultivate future leaders of the County. Through the Career Development Section, a wide range of training programs are offered to employees at various stages of their career. The New Employee Orientation, Frontline Leadership Development Program (FLDP) and the Supervisory Leadership Development Program (SLDP) are mandatory trainings for employees at various levels, in addition to approximately 60 training programs that are focused on areas directly related to meeting the County's training and development needs.

Lastly, the Testing and Validation Section handles the assessments provided to the County and the public. The section's goal is to produce fair, consistent, comprehensive, and legally defensible examination services to client departments. The purpose of testing services is to ensure departments are hiring ideal and qualified applicants for their specific positions. Overall, Testing and Validation is tasked with the development, administration and scoring related to open competitive, promotional, and pre/post training examinations for approximately 40 classifications. This process involves the creation of statistical reports, validation with subject matter experts, and certification of eligible lists. Client departments who utilize our services for promotional exams include the Miami-Dade Corrections and Miami-Dade Police Departments, for whom tests are prepared and administered every two years, and Miami-Dade Fire Rescue which occurs annually. The Department of Transportation and Public Works has several open competitive and pre/post training exams annually. Other responsibilities include validation of training materials and conducting job analysis, which takes place every three to four years.

Additionally, the Testing and Validation Section conducts necessary studies, to determine the relevancy of the test as a requirement for employment, which may lead to the removal of the test



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for some classifications including open competitive exams to determine if changes are required, based on the job analysis. The section also coordinates and assesses the use of resources, such as online testing platforms and types of testing (i.e., personality vs. skills).

Priority Initiatives of Recruitment, Testing & Career Development

- Continue to review and revise recruitment procedures to identify opportunities for process improvement to decrease the recruitment timeframe across the County. Utilize feedback received from candidates regarding the County's recruitment process via a new Recruitment Survey for the assessment of current processes.
- Facilitate training opportunities and provide formal guidance on recruitment procedures and best practices to the Hiring Managers throughout the County.
- Expand the County's partnership with educational institutions and local organizations to foster increased participation in the monthly Career and Job Fairs, hosted by the County in partnership with Career Source of South Florida and Miami-Dade Community College aimed at recruiting and attracting valuable talent interested in public service careers.
- Increase HR's participation in local hiring events and job fairs hosted by other departments as well as local organizations/educational institutions.
- Expand the County's mentorship, apprenticeship, and internship programs to provide future candidates and local youth with the opportunity to gain on-the-job work experience, and partner with additional organizations to facilitate the enhancement and promotion of these programs that may address the challenges faced with recruiting for hard to fill positions.
- Amplify talent sourcing by establishing strategic partnerships with organizations that facilitate the dissemination of career opportunities among diverse pools of candidates, to include minorities and veterans.
- Provide workshops for employees in departments that will become Constitutional Offices in Resume Writing and Interviewing Made Easy, to prepare potentially impacted employees in seeking various career opportunities.
- As part of Human Resources' ongoing training efforts to provide the tools and resources necessary to assist HR professionals, the department will provide various comprehensive training programs to improve their skill set. These programs include information covering all divisions within Human Resources and the content is designed for Departmental Personnel Representatives (DPRs) and those employees who perform HR functions and/or support them within the DPR functional areas.
- Promote and provide ongoing vendor-provided training which will develop our workforce and enhance chances for promotional opportunities. In support of this effort, the department provides an avenue for employees to develop their computer proficiency skills through Microsoft Office training classes.
- Launch a mandatory Supervisory Certification Training Program for supervisory employees. The curriculum will include Performance Management, Timekeeping, Progressive Discipline



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and Preventing and Addressing Workplace Harassment (Sexual and Unlawful. The training will provide supervisors with the basic tools required to perform their daily functions and enhance their supervisory skills as it pertains to the adherence to policies and procedures and addressing personnel issues as they arise and recognition of the signs of mental health and substance abuse.

- Create, implement, and update employment policies and procedures that comply with County, state, and federal legislation, and align with the County's strategic objectives: Environment, Economy, Equity and Engagement.

Special Projects of Recruitment, Testing & Career Development

- Revamp the County's Internship and Mentorship programs, to include establishing additional partnerships with local non-profit organizations and higher education institutions and developing a more formalized framework to facilitate the management and monitoring of these programs countywide.
- Establish an Apprenticeship Program for the Heavy Equipment Technician and Welder classifications, in partnership with the Internal Services Department, Miami-Dade County Public Schools and CareerSource South Florida, which will be rolled out to other departments for similar job classifications.
- Dissemination of the Hiring Manager Recruitment Guide for managers to utilize during the recruitment cycle.
- Research, assess and implement an online testing platform for improved testing services.
- Roll out a newly created survey to measure candidates' satisfaction with the County's recruitment process and determine ways to improve the existing processes.



HCM Business Systems

The Human Capital Management (HCM) Business Systems Division, within the Human Resources Department of Miami-Dade County, plays a pivotal role in ensuring the efficient and effective use of HCM technology solutions. The Division collaborates closely with the Strategic Business Management Division (SBM) of the Office of Management and Budget (OMB) and the Information Technology Department to support and enhance the County's human capital management systems. The Division focuses on optimizing HCM technology solutions, specifically within the modules of Payroll, Core Human Resources, Benefits, Talent & Acquisition Management (TAM), Absence Management, Time & Labor, ePerformance, Position Management, Enterprise Learning Management (ELM) and Oracle Business Intelligence Applications (OBIA).

The HCM Business Systems Division is responsible for the implementation of enhancements through all aspects of development, including design, creation, testing, and issue resolution of new business processes to support system changes. The Division must ensure that operational business processes, policies, and procedures are supported by the proposed system solutions.

The HCM Business Systems Division works through others at every level of the organization soliciting strategic imperatives from senior leaders and executives and supporting business unit personnel to support Miami-Dade County's HCM operational needs. The HCM Business Systems Division is also key in leading, developing and testing the system implementation of new functionality and collective bargaining rules, policies and/or procedures. Finally, the HCM Business Systems Division may provide direct input into the governance cycle that supports the achievement of key goals, planning and execution of various business scenarios, and delivery of the enterprise solution.

Priority Initiatives of Office of HR Business Systems

- Collaborate with cross-functional teams to understand business needs and identify opportunities for improving human capital management processes.
- Conduct thorough analysis of current HCM systems, workflows, and data to recommend enhancements and optimizations.
- Monitor HR trends and emerging technologies to proactively identify opportunities for enhancing the HCM systems.
- Cultivate strong working relationships with stakeholders at all levels of the county to ensure that HCM strategies align with Miami-Dade County's human capital management operational needs.
- Work with HR Senior staff to define, document, and streamline HR business processes, ensuring alignment with best practices and County policies.
- Identify opportunities for process automation and efficiency gains.
- Participate in the testing and implementation of automation initiatives, focusing on enhancing efficiency and productivity.



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- Maintain comprehensive process documentation, including workflow diagrams and SOP's, to support continuous process optimization efforts.
- Maintain and troubleshoot HCM system settings to meet evolving business requirements.
- Serve as a primary point of contact for system users, providing technical support, guidance, and training as needed.
- Ensure that operational processes, policies, and procedures are fully supported by system solutions.
- Maintain and enforce data accuracy and integrity within HCM systems.
- Develop and implement data validation protocols to include audits to proactively identify and rectify data discrepancies within INFORMS.
- Generate reports and work with dashboards to support HR decision-making and compliance reporting.
- Generate advanced data analytics and reporting to guide HR decision-making and meet regulatory requirements.
- Collaborate with the Information Technology Department to integrate HCM systems with other County systems and applications.
- Liaise with the Strategic Business Management Division to align HCM strategies with County goals and initiatives.
- Stay current with federal and state regulations related to HR and payroll data, ensuring compliance within HCM systems.
- Implement and maintain security protocols to protect sensitive employee data.
- Assist with change management efforts related to HCM system upgrades or enhancements, including user training and communication.
- Participate in the development and delivery of training programs for end-users.

Special Projects of HR Business Systems

- HR Business Solutions may need to provide payroll processing services, Year End, W2, ACA, and other yearly processes, configuration/ eligibility updates, security, troubleshooting, maintenance, mass updates and system updates for the Constitutional Offices.



Our customers

Our most important customers are our employees. The Human Resources Department strives to provide quality services to all employees at every stage of their lifecycle with Miami-Dade County, i.e. from hire to retire. The Human Resources Department (HR) also works with all County departments, union representatives, the County Attorney's Office, the Florida Retirement System, the U.S. Equal Employment Opportunity Commission and the Florida Commission on Human Relations. HR supports the economy and equity by providing services to County residents seeking employment and investigates complaints of discrimination under federal, state and local laws.

HR's supports the County's recruitment process, including coordinating and participating in various outreach and hiring events, and the development of apprenticeship, mentorship and internship programs. These activities and programs are aimed at increasing the talent pipelines for county jobs in a variety of industries. The outcome of these activities is economic growth and community engagement.

Many of HR's activities and services offered to internal as well as external customers are time-sensitive and require accuracy, e.g., pay checks and responses to public records requests. Additionally, compliance with federal and state laws is paramount to all Divisions.



Strategic Alignment, 4E, and Thrive305 Summary

In order to deliver excellent public services, the County relies on internal support services, such as those provided by Human Resources that take place “behind the scenes” but are essential to the overall function of County government. Below is a list of the General Government Strategic Plan goals and objectives that are supported by the department's most important activities.

GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate.

- Provide comprehensive, accurate and timely responses to requests for information.
- Use employee satisfaction surveys to gain insight about employee and retiree areas for improvement (e.g., Provider networks and open enrollment). (Benefits Administration)
- Implement standardized progressive discipline guidelines for all County departments. (Labor Relations)
- Continue to leverage the County's investment in the Oracle Enterprise Resources Planning (ERP) System to enhance INFORMS Human Capital Management (HCM) (the County's HR system of record). (Personnel, Time and Attendance and HR Business Solutions)
- Implement other INFORMS HCM modules such as Enterprise Learning Management, functionality for drivers' licenses tracking, electronic discipline templates and the employment eligibility verification form (I-9) tracking. (Recruitment, Testing & Career Development, Labor Relations and Personnel, Time and Attendance)
- Develop comprehensive Office of Compensation & Job Analysis training for departmental human resources staff, and other employees, to educate them on job analysis criteria, organizational structures and wage and salary administration issues. (Office of Compensation & Job Analysis)
- Participate in the County's Addictions Services Board to develop strategies to positively impact and develop intervention, prevention, and treatment services countywide which target the substance use epidemic that affects both County employees, as well as the community as a whole. (Benefits Administration)
- Provide public education to residents and businesses about anti-discrimination laws and cultivate understanding and respect among the County's many diverse communities through various educational and outreach programs. (Human Rights & Fair Employment Practices)
- Continue efforts to provide information, guidance and educational resources to our residents, including traditionally underserved and vulnerable groups, low-income residents, and people with limited English proficiency, to promote awareness of human rights issues, anti-discrimination laws and the services offered by HRFEP. (Human Rights & Fair Employment Practices)
- Develop and implement a user friendly Electronic Medical Records system within the Employee Assistance Program to streamline access to services and support for employees struggling with personal issues that affect their performance on the job. (Benefits Administration)



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- Develop written Recruitment Process Guidelines so hiring managers have readily available access to this information as a reference, and a clear understanding of the recruitment process (Recruitment, Testing and Career Development).
- Develop and implement a survey to measure candidates' satisfaction with the County's recruitment process and to assess ways to improve the existing process (Recruitment, Testing and Career Development).

GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government*

- Administer the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through investigation, mediation, and/or appeal to the Commission on Human Rights (on-going):
 - Conduct timely investigations of discrimination complaints;
 - Resolve discrimination complaints using mediation or alternative dispute resolution techniques, where appropriate;
 - Conduct Commission on Human Rights appeal hearings;
 - Provide public education to residents and businesses about anti-discrimination laws and cultivate understanding and respect among the County's many diverse communities through various educational and outreach programs.
(Human Rights & Fair Employment Practices)
- Create and facilitate outreach events regarding specialized topics for the community to ensure they are aware of their rights and responsibilities under anti-discrimination laws and to ensure a more healthy, kind and successful community. (Human Rights & Fair Employment Practices)

GG1-3: Ensure involvement of local organizations to help address priority needs of our residents

- Continue to partner with local organizations to expand the County's internship, mentorship, apprenticeship and volunteer programs, aimed at developing the next generation of leaders. These programs are also critical in promoting development necessary to prepare candidates for future job opportunities within both, public and private sectors (Recruitment, Testing and Career Development.)

GG2-1: Attract and hire new talent to support operations*

- Coordinate negotiation of Collective Bargaining Agreements (CBAs); manage employee appeals; conduct labor management meetings; provide assistance to unions/ departments



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with CBA issues; provide assistance to County Attorney with hearings and process employee physical examinations. (Labor Relations)

- Attract and retain employees so that the average recruitment time does not exceed 60 days. (Recruitment, Testing & Career Development)
- Offer attractive and competitive compensation and benefits packages to attract, recruit and retain the best talent.
- Coordinate and host monthly Job/Career Fairs throughout Miami-Dade County in collaboration with Career Source of South Florida, Miami-Dade Community College and other organizations. Career Fairs are one-stop hiring event for the community. These events present County departments with an opportunity to conduct on-the-spot hiring, including interviews and on-site criminal history background screening. (Recruitment, Testing & Career Development)
- Develop and administer quality testing services to ensure the County is hiring the most qualified talent, to include expansion of resources such as an online testing platform. (Recruitment, Testing & Career Development)

GG2-2: Promote employee development and leadership*

- Develop collective bargaining proposals that support the County's strategic goals. (Labor Relations)
- Ensure employees complete the mandatory Keys to Unlocking County Services which is an integral component of the Mayor's No Wrong Door Initiative. (Recruitment, Testing & Career Development)
- Ensure employees complete online Ethics Training, pursuant to Board of County Commissioners' action. (Recruitment, Testing & Career Development)
- Continue to facilitate internal placement or transition from County service and assist in managing department workforce reorganizations. (Recruitment, Testing & Career Development)
- Provide and coordinate employee development initiatives and report the number of employees trained each year. (Recruitment, Testing & Career Development)
- Ensure employees complete the mandatory eLearning Anti-discrimination and harassment courses (Human Rights and Fair Employment Practices)
- Provide departmental Fair Employment Practices Liaisons with annual refresher training on conducting investigations and other specialized topics (Human Rights and Fair Employment Practices)

GG2-3: Ensure an inclusive and diverse workforce*.

- Investigate and resolve complaints filed under the County's anti-discrimination ordinance in a timely manner and provide employees with a means to have discrimination cases resolved through appeal hearings and mediation, where appropriate. (Human Rights & Fair Employment Practices)
- Continue to expand and enhance the "Diversity Matters" program to emphasize the importance of equality, diversity, and inclusion in County workplaces. (Human Rights & Fair Employment Practices)



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- Provide training so employees know their rights and responsibilities and are familiar with complaint reporting procedures under local, state, and federal discrimination laws, and County policy. (Human Rights & Fair Employment Practices)
- Expand the current employee training curriculum by developing specialized courses on topics such as Eliminating Bias, Bystander Intervention and Retaliation Prevention, which research shows are key tools in the prevention of workplace discrimination and harassment (Human Rights & Fair Employment Practices)
- Identify and eliminate barriers to career development for inclusion at all levels and classifications and promote bias-free workplaces. (Human Rights & Fair Employment Practices)
- Continue to promote EmployABILITY305, train supervisory staff on best practices when working with individuals with disabilities and how best to identify and create these employment opportunities. (Human Rights & Fair Employment Practices)
- With the assistance of departments, begin creating and interviewing for EmployABILITY305 funded internship positions.

HS2-4: Foster healthy living and ensure access to vital health services*

- Design healthcare programs to target at-risk employees by offering a free online Health Risk Assessment (HRA) and online tools that engage employees and provide access to healthcare education. Employees who are better informed on how to manage and improve their health will take measures to improve it. This could ultimately result in cost- savings and healthier employees. (Benefits Administration)
- The County has adopted disease management programs which are designed to improve the health of persons with specific chronic conditions and to reduce healthcare service use and costs associated with avoidable complications, such as emergency room visits and hospitalizations. (Benefits Administration)
- Improve health in the workplace and create a measurable wellness program to improve employees' health, well-being and morale. (Benefits Administration)
- Educate County employees on financial resources available to assist them in long-term financial and retirement planning. (Benefits Administration)
- Coordinate Employee Engagement events and challenges promoting healthy living. Coordinate Annual Employee 5K and Family Fun Day, Step Challenges throughout the year, Weight Loss challenges, etc.
- Enhance methods to track wellness events participation and outcomes, such as:
 - Employee participation in preventive screening or wellness challenges;
 - Self-reported activities e.g., confirming a person doesn't use tobacco or they took the stairs twice a day (instead of the elevator);
 - Employees who join and/or complete an online wellness program;
 - Employees who achieve a specific outcome related to their bio-metrics. (Benefits Administration)



Strategic Alignment, 4E, and Thrive305 Summary (continued)

Attachment 10

Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Percentage of Annual Participation in Wellness Touchpoints	Engagement	Action 12.3
Percentage of covered employees and dependents who complete an Annual Preventative Wellness Screening	Engagement	Action 12.3
Percentage of vacant reclass actions completed within 30 business days	Equity	
Percentage of filled reclass position actions completed within 60 days	Equity	
Percentage of cases mediated that were resolved	Equity	Priority 2
Number of employees trained	Engagement	
Number of Community Outreach Events	Engagement	Priority 2
Percentage of disciplinary appeal recommendations sustained by the Mayor	Equity	
Percentage of planned Administrative Disciplinary Training sessions that are conducted	Engagement	
Percentage of post training effectiveness (percent of customer satisfaction)	Engagement	
Total number of employees trained (facilitated by HR)	Engagement	
Number of Recruitment Outreach Events Attended, Facilitated or Coordinated	Engagement	Priority 10



KEY ISSUES

- The creation and implementation of the new Constitutional Offices will have a significant impact on HR resources as discussions and plans continue with stakeholders. Of particular concern are the HR areas of labor management, staffing, payroll, and personnel policies and procedures and their specific applicability to the new Offices.
- With the implementation of INFORMS HCM in June 2022, the department is intently focused on:
 - Stabilization of the INFORMS HCM system, continued remediation of defects and development and implementation of enhancements.
 - Ensuring that employees' paychecks are accurate and timely.
 - Reviewing staffing levels and structure to ensure alignment with new business processes.
 - Continuation of effective, regular communication at all levels of the organization, union partners and departments to address issues and concerns that have been raised by employees.
 - Collaboration with the Information Technology Department to develop dashboards to facilitate the provision of departments with information critical to closing bi-weekly payrolls.
 - Hosting one-on-one trainings with departments to help them to understand overpayments, and "Continuous Improvement" DPR sessions to facilitate knowledge transfer and effectively communicate business process changes.
- Development of innovative strategies that address challenges in attracting, recruiting and retaining talent in the South Florida job market that has become increasingly competitive and has a relatively high cost of living. Besides monetary compensation and benefits, offering teleworking opportunities may offer desirable work-life balance for employees and candidates.
- Execute successor collective bargaining agreements that support the County's strategic goals and are economically sustainable.
- Analyze and develop viable, affordable and sustainable healthcare options for Plan Years 2023-2026.
- Work with County departments to establish a culture of health and to implement an improved County Wellness Program to promote health and fitness and continue to reduce healthcare costs and improve absenteeism.
- Work with County departments to establish focus groups aimed at developing employee engagement, recruitment and compensation best practices, and improved performance evaluation criteria.
- Continue to work with departments to resolve discrimination and harassment complaints at the lowest level possible and ensure employees can work in safe, respectful and inclusive environments.
- Expand diversity-related employee training and public education and outreach programs, as part of an ongoing effort to prevent and eliminate unlawful discrimination and harassment in County workplaces and the entire community.



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- Ensure Departments identify funded positions for EmployABILITY305 internship positions.
- The current job market reflects the availability of more jobs than individuals to fill those positions. This greatly affects the County's ability to recruit and hire talent. The time to recruit, quality of candidates, and retention of employees are key components to the recruitment process.

HR Key Operational Indicators (Annual)	
Average Bi-weekly Payroll	\$102 Million
Average Number of Bi-weekly Payroll Checks	29,014
Employees Trained in FY 2022-23 - Led by Instructor	7,436
Training in FY 2022-23 - Completed Online	2,392
Training in FY 2022-23 - Ethics	1,369
Employees Trained in FY 2022-23 - Diversity and Anti-Harassment	1,656
Discrimination and Harassment Cases Resolved in FY 2022-23	840
Public Records Requests in FY 2022-23 - requests to view or copy personnel records	770

Milestone Achievements

The INFORMS team (HR, ITD and OMB) successfully implemented:

- The ratification of the 2023-2026 Collective Bargaining Agreements for:
 1. Police Benevolent Association Rank and File
 2. Police Benevolent Association Law Enforcement Supervisory
 3. GSAF Supervisory (with reopener for wages)
 4. GSAF Professional (with reopener for wages)
 5. AFSCME 199 General Employees (with reopener for wages)
 6. AFSCME 1542 Aviation Employees (with reopener for wages)
 7. AFSCME 3292 Solid Waste Employees (with reopener for wages)
 8. TWU Local 291 employees (with reopener for wages)
 9. AFSCME 121 Water and Sewer Employees (with reopener for wages)
- In FY 2022-23 provided Departmental Administrative Disciplinary Training to Division Directors and above.
- In FY 2022-23 provided standardized discipline training to Departmental personnel Representatives.



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- Developed Standardized Discipline Policy (A.O.7-47) which brings greater transparency and consistency in the application of discipline.
- The department will continue to provide outreach to local colleges and universities through participation in career and employment fairs. This is designed to engage youth and community at large to explore employment opportunities with Miami-Dade County.
- Provided Frontline Leadership Development Program – The program focuses on four leadership competencies including Customer Service, Communication, Problem Solving and Technical Credibility and Continual Learning.
- Provided Supervisory Leadership Development Program.
- Provided comprehensive HR training programs for approximately 50 employees countywide, to include Departmental Personnel Representatives (DPRs) and those employees who perform HR functions and/or support them within the DPR functional areas.
- In FY 2022-23, the Department coordinated and ensured compliance of the mandatory Ethics training with 83% completion countywide.
- As part of a holistic approach to the prevention of discrimination and harassment in the County, the Department continued a public education and marketing campaign, which included advertisements on both the rails and buses, to promote the visibility and services of the Human Rights & Fair Employment Practices Division.
- In FY 2022-23, the Commission on Human Rights Section of the Human Rights and Fair Employment Practices Division conducted four community workshops on Civility and Respect within the Community, Sexual Harassment Prevention, and Tackling Racial Bias.
- In FY 2022-23, the Commission on Human Rights Section of the Human Rights & Fair Employment Practices Division obtained over \$175,000 in settlement benefits for claimants through its mediation program.
- In FY 2022-23, the Testing Section of the Recruitment, Testing, and Career Development Division administered examinations to over 3,000 individuals.
- In FY 2022-23, the Recruitment Section of the Recruitment, Testing, and Career Development Division engaged 6,017 residents through the County monthly Career Fairs and provided 575 job offers.



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Unmet Needs

In order to meet the needs of the department and the organization as a whole, it is requested that the following positions and requests be funded for FY 2024-25. The following chart presents the requests for Unmet Needs by Fund and in priority order.

Division/Office	Fund	Request	FTEs	Personnel	Operating	Recurring	Priority
HCM Business Solutions	G1001	Shared Services Analyst	6	\$ 727,000		Yes	1
Office of Compensation and Job Analysis	G1001	Purchase of an on-line point factor job evaluation system	0		\$ 300,000	No	2
Office of Compensation and Job Analysis	G1001	HR Comp & Job Analyst Sup	1	\$ 129,000		Yes	3
Office of Compensation and Job Analysis	G1001	HR Compensation & Job Analyst	2	\$ 231,000		Yes	4
Office of the Director	G1001	20th Floor Reconfiguration Plan (Docking Stations, Laptops, etc.)	0		\$ 80,000	No	5
Recruitment, Testing and Career Development	G1001	HR Personnel Services Special (charged back to departments)	1	\$ 107,000		Yes	6
Benefits Administration and Employee Support Services	G5002	HR Program Support Specialist	1	\$ 93,000		Yes	7
Recruitment, Testing and Career Development	G1001	HR Personnel Services Special	1	\$ 107,000		Yes	8
Benefits Administration and Employee Support Services	G5002	Employee of the Year	0		\$ 50,000	Yes	9
Benefits Administration and Employee Support Services	G5002	Employee Recognition Incentives	0		\$ 25,000	Yes	10
Grand Total			12	\$ 1,394,000	\$ 455,000		



Unmet needs in Recruitment, Testing, and Career Development:

As the County experiences recruitment challenges, there is an increase in the frequency of test administrations for various classifications. In order to meet the demands of the departments, the division needs an additional position to assist with new examinations. The cost of this position is billed to the user departments based on test development.

(1) HR Personnel Services Specialist (000543) - Estimated cost \$109,000 (Calculated at step 5)

In anticipation of the Constitutional Offices and transition of employees, additional staff may be required to determine classified service rights and provide transition (pipeline) assistance.

(1) HR Personnel Services Specialist (000543) - Estimated cost \$109,000 (Calculated at step 5)

Unmet Needs in Benefits and Employee Support Services

The Wellness Program has expanded from its total participation of 171,892 total participants across all programs with a unique participation of 19,882 employees in 2018 to 227, 234 total participants across all programs with a unique participation of 33,769 employees that participated in at least 1 program activity in 2021 per AvMed's Annual reporting (Excluding total memberships of retirees and non-currently active employees). This has demonstrated in a 4-year period an increase of 41.1% employee participation. In 2024, the WellnessWorks Projects to maintain outreach at current levels or slightly above. This increase engagement and high utilization in the WellnessWorks Program has constrained the current team of 1 HR Program Coordinator and 1 HR Program Support Specialist bandwidth to maintain the current demand and therefore are requesting one additional staff to support current and future growth.

(1) HR Program Support Specialist (000642) - Estimated cost \$93,000 (Calculated at step 5)

Budget for Employee Recognition Program for Incentives: This request is related to the purchase of promotional items to recognize employees at special events. These branded items, which have not been purchased in three years, are highly valued and bring attention to our programs. Due to price increases and requirements that products be made in the USA, it is anticipated that this may affect the number of items we are able to purchase at this time.

Estimated cost: \$25,000

Reintroduction of the Employee of the Year Awards: This initiative was put on hold in 2009 due to the financial crisis. Employee Recognition and Awards are requesting funding to re-introduce the Countywide Employee of the Year. This launch within the special presentation during the summer with a special event. The estimated cost is based on past efforts to recognize employees in several different categories. Per history, all nominees receive 8 hours of AD and a certificate as well.

Estimated cost: \$50,000



It is expected that each Constitutional Office payroll and eligibility files will be processed individually, the following process further enhances the need of providing dedicated resources to support the Constitutional Offices. Furthermore, the request comes as a result of the anticipated Benefits Administration Services to include a dedicated FRS coordinator and the continuation of handling executive benefits to manage the Constitutional Offices employees including approximately 6000 employees. The Benefits Division anticipates the need of having two dedicated personnel FTEs to handle and coordinate services and be available for the anticipated stages to include development and implementation of system business rules and procedures connected to the administration and programming required for the implementation of the Constitutional Offices which will require, reviews, audits and testing.

Estimated cost: \$231,000

Unmet Needs in Office of Compensation & Job Analysis

Miami-Dade County is in need of updating its current classification/job analysis review methodology and processes which have been in place for 50 years. The recommendation is to purchase and introduce an automated, on-line point factor job evaluation system; such a system is used by the federal government and most large organizations. An example of such an automated/on-line point factor system is the Hay evaluation method which is widely used in North America and Europe. This system uses a point system by which each job has an individual score based on numerous factors, such a level of complexity, responsibility, problem solving, accountability, etc.

The Job Evaluation System that Miami-Dade County currently uses and that has been using since the early 1970's is "Position to Position." This job methodology, which consists of physically auditing positions and preparing detailed and extensive written audit reports was introduced when the county's job classification structure consisted of a few hundred classifications and the concept of "reclassification or classification salary reviews" and employee submitted "position review requests" were almost non-existent or in its early infancy. The Position-to-Position system is one that is more appropriate for smaller and less complex organizations, with fewer employees and few job classifications. The current system is extremely labor extensive, requiring physical interviews with employees, extensive research and analysis, and detailed written audit reports. The whole process is extremely time consuming and detrimental to the business operational goal of completing reviews within 60 business days. In addition, the sheer volume of reclass requests received a year, 1,500-2,000, which require manual reviews, results in delays in completing reviews on a timely basis. This reality has a negative fiscal impact, as not completing reviews on a timely basis begets money retroactivity when the review action is ultimately completed. The current system used by Miami-Dade County needs to be replaced and a new, modern job analysis system needs to be introduced.

Please note, that with regard to the county's job evaluation methodology review process, as it relates to reclassifications, there is no provision for any automation or online component to the reclass review process in INFORMS.



Estimated Cost: \$300,000/ one-time payment.

In reviewing current workloads, as well as compensation countywide salary reviews and classification special projects, to include on-going comprehensive reviews of over 220 job classifications that are experiencing hiring difficulties and some 1,000-1500 individual reclass reviews, which consist of employees seeking upgrades and new vacancies that need establishment in order for departments to fulfill their operational needs, it is evident that more Compensation staffing is needed in order to fulfill our goal of completing review reclass actions within 60 business days. In addition, dedicated staffing will be needed for the new Constitutional Offices – Sheriff's Office, Tax Collector, Elections, and Clerk of Courts. These new entities will require designated Compensation Job Analysts as they will expect expedited reclass review actions. Currently, the two supervisors are overwhelmed with the day-to-day supervision of staff and the review of audits reports and resulting Compensation memos that need to be reviewed for accuracy and as a quality control measure; supervisors typically each have over 60 memos to review on a weekly basis. The delay in expeditiously completing the review of Compensation memos has a detrimental effect in timely submitting memos to Shared Services for processing.

(2) HR Compensation & Job Analysts (000553)- Estimated cost \$230,000 (Calculated at step 5)

(1) HR Compensation & Job Analysts Supervisor (000447)- Estimated cost \$129,000 (Calculated at step 5)

Unmet Needs in HCM Business Solutions Division

The HR Business Solutions Division is in need of operational production assistance and may require to provide payroll processing services, Year End, W2, ACA, and other yearly processes, configuration/ eligibility updates, security, troubleshooting, maintenance, mass updates and system updates for the new Constitutional Offices.

(6) Shared Services Analysts (000425)- Estimated cost \$724,000 (Calculated at step 5)

Unmet Needs in Office of the Director

In anticipation of the planned reconfiguration of the 20th floor to accommodate hoteling and hybrid work schedules, HR anticipates purchasing standardized computer equipment. These new workstations will ensure that employees have access to reliable and consistent technology and will be able to seamlessly transition between them.

Estimated Cost: \$80,000/ one-time payment.



PRIORITY INITIATIVES

- Continue to remediate INFORMS HCM, implement enhancements and effectively communicate and collaborate with all stakeholders, including union partners, Directors, DPRs and employees.
- Promote EmployABILITY305, train supervisory staff on best practices when working with individuals with disabilities and how best to identify and create these employment opportunities, and with the assistance of departments, begin creating and interviewing for EmployABILITY305 funded internship positions.
- Analyze the employee and business process impacts which may result from the creation of the new Constitutional Offices.
- Provide timely and accurate information regarding employee benefits and affordable health insurance for County employees and their families.
- Negotiate ten successor collective bargaining agreements.
- Resolve discrimination complaints through timely investigation and dispute resolution.
- Identify policy changes and innovative strategies to reduce the overall recruitment lifecycle.
- Implement the Job Description Management software application (PayScale) that will improve the efficiency and timeliness in writing, editing, and maintaining job descriptions and specifications.



FUTURE OUTLOOK

The implementation of the **Constitutional Offices** is of concern to the Human Resources Department as there will be significant impact especially in the labor relations, compensation and recruitment disciplines. Additionally, the administration of payroll processing, benefits and other related employee benefits/functions will require extensive discussion and coordination depending on the decisions made for these Constitutional Offices.

The increasingly competitive job market will necessitate HR being more agile in developing and deploying more effective recruitment and total rewards policies and strategies.

The INFORMS-HCM team will continue to remediate issues and work on system enhancements and module implementations such as Enterprise Learning Management (ELM). Additionally, it is expected that there will be enhancements in reports, which are an integral part of HR analytics, as well development of a dashboard.

In light of the significant business process changes resulting from the INFORMS-HCM implementation, analysis of the HR workforce within central HR and DPRs and staff in the departments is warranted to ensure that resources are being optimally deployed and utilized.

The Division of HRFEP will continue to monitor the potential increase in race, national origin, and religious discrimination complaints due to the current social climate and national focus on racism and bias.



ATTACHMENT 1
 BUSINESS PLAN REPORT

Business Plan Report

Scorecard: Human Resources

As Of: 06/03/2024

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated	Actual	Target	FY2023-24 Annualized Target	FY2024-26 Annualized Target
Customer	Align workforce with organizational priorities through grievances, appeals, and complaint resolution	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Percentage of Reclassification Appeals completed within 60 days from date of hearing	'24 FQ2	100.00%	90.00%	90.00%	90.00%
	Develop and rollout programs to motivate employees	HS2: Self-sufficient and healthy population	HS2-4: Foster healthy living and ensure access to vital health services	Percentage of Annual Participation in Wellness Touchpoints	2023	65.00%	55.00%	n/a	n/a
				Percentage of covered employees and dependents who complete an Annual Preventative Wellness Screening	2023	52.00%	45.00%	n/a	n/a
	Educate County employees and residents regarding anti-discrimination laws and valuing diversity.	GG1: Accessible, equitable, transparent, and responsible government	GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government	Number of Community Outreach Events	'24 FQ2	38	12	48	78
				Number of Community Outreach Events	'24 FQ2	38	12	48	78
	Enforce Miami-Dade County's Human Rights Ordinance and anti-discrimination policies.	GG2: Excellent, engaged and resilient workforce	GG2-3: Ensure an inclusive and diverse workforce	Percentage of cases mediated that were resolved	'24 FQ2	55.00%	50.00%	50.00%	50.00%
	Maintain acceptable turnaround time on county provided physical examinations and drug screening results.	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Percentage of pre-employment physical examination results processed within 5 working days	'24 FQ2	97.00%	90.00%	90.00%	90.00%
	Provide departments with qualified personnel	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Number of Recruitment Outreach Events Attended, Facilitated or Coordinated	'24 FQ2	8	7	28	28
				Percentage of filed reclass position actions completed within 60 business days	'24 FQ1	60.24%	75.00%	75.00%	75.00%
				Percentage of vacant reclass actions completed within 30 business days	'24 FQ1	67.08%	75.00%	75.00%	75.00%
Providing appropriate expert recommendations to County Mayor on disciplinary appeal hearings	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Percentage of disciplinary appeal recommendations sustained by the Mayor	'24 FQ2	100%	99%	99%	99%	
Financial	Meet Budget Targets (Human Resources)		Expen: Total (HR)	'24 FQ2	\$5,424K	\$5,442K	\$21,758K	n/a	
			Positions: Full-Time Filled (HR)	'24 FQ2	139	157	n/a	n/a	
			Revenue: Total (HR)	'24 FQ2	\$308K	\$5,443K	\$21,758K	n/a	
Learning and Growth	Improve the overall skills of the H.R. workforce to support County priorities	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Percentage of planned administrative disciplinary training sessions that are conducted	Mar '24	100.00%	100.00%	100.00%	100.00%
	Improve the overall skills of the workforce to support County priorities	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Number of employees trained	'24 FQ2	28,175	25,000	100,000	2,000
				Percentage of employees who rate training provided by HR as effective at least 6 months after training is completed	'24 FQ2	93%	70%	70%	70%
				Percentage of post training effectiveness (percent of customer satisfaction)	'24 FQ2	97.00%	95.00%	95.00%	95.00%
				Total number of employees trained (facilitated by HR)	'24 FQ2	5,034	2,400	9,600	7,800

Legend: : Key Initiative : Featured Objective

Initiatives for Measures

Measure Name	Initiative	As Of	Status	Budget	Timing	Owners
Number of Community Outreach Events	Promote EmployABILITY305, train supervisory staff on best practices when working with individuals with disabilities and how best to identify and create these employment opportunities, and with the assistance of departments, begin creating and interviewing for EmployABILITY305 funded internship positions	1/24/2024	In Progress			New, Erin (HR); Garcia, Christine (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)



Departmental Business Plan and Outlook

Department Name: Human Resources

FY2023-24 & FY2024-25

Measure Name	Initiative	As Of	Status	Budget	Timing	Owners
Number of employees trained	Promote EmployABILITY305, train supervisory staff on best practices when working with individuals with disabilities and how best to identify and create these employment opportunities, and with the assistance of departments, begin creating and interviewing for EmployABILITY305 funded internship positions	1/24/2024	In Progress			New, Erin (HR); Garcia, Christine (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)
Percentage of filled reclass position actions completed within 60 business days	Implement the Job Description Management software application (PayScale) that will improve the efficiency and timeliness in writing, editing, and maintaining job descriptions and specifications	1/24/2024	In Progress			Hernandez, Eneldo (HR); Baquedano, Cindy (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)
Percentage of vacant reclass actions completed within 30 business days	Implement the Job Description Management software application (PayScale) that will improve the efficiency and timeliness in writing, editing, and maintaining job descriptions and specifications	1/24/2024	In Progress			Hernandez, Eneldo (HR); Baquedano, Cindy (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)

Initiatives for Objectives

Objective Name	Initiative	As Of	Status	Budget	Timing	Owners
Educate County employees and residents regarding anti-discrimination laws and valuing diversity.	Promote EmployABILITY305, train supervisory staff on best practices when working with individuals with disabilities and how best to identify and create these employment opportunities, and with the assistance of departments, begin creating and interviewing for EmployABILITY305 funded internship positions	1/24/2024	In Progress			New, Erin (HR); Garcia, Christine (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)
Improve and streamline processes	Analyze the employee and business process impacts which may result from the creation of the new Constitutional Offices.	1/24/2024	In Progress			McLean, Melanie (HR); Martinez, Ingrid (HR)
	Continue to remediate INFORMS HCM, implement enhancements and effectively communicate and collaborate with all stakeholders, including union partners, Directors, DPRs and employees.	1/24/2024	In Progress			Bissessar, Shane (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)
Provide departments with qualified personnel	Identify policy changes and innovative strategies to reduce the overall recruitment lifecycle	1/25/2024	In Progress			Washington, Virginia (HR); Riveiro, Yalme (HR); Martinez, Ingrid (HR); McLean, Melanie (HR)
	Implement the Job Description Management software application (PayScale) that will improve the efficiency and timeliness in writing, editing, and maintaining job descriptions and specifications	1/24/2024	In Progress			Hernandez, Eneldo (HR); Baquedano, Cindy (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)

Initiatives for Scorecards

Initiative	As Of	Status	Budget	Timing	Owners
Promote EmployABILITY305, train supervisory staff on best practices when working with individuals with disabilities and how best to identify and create these employment opportunities, and with the assistance of departments, begin creating and interviewing for EmployABILITY305 funded internship positions	01/24/2024	In Progress			New, Erin (HR); Garcia, Christine (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)
Analyze the employee and business process impacts which may result from the creation of the new Constitutional Offices.	01/24/2024	In Progress			McLean, Melanie (HR); Martinez, Ingrid (HR)
Continue to remediate INFORMS HCM, implement enhancements and effectively communicate and collaborate with all stakeholders, including union partners, Directors, DPRs and employees.	01/24/2024	In Progress			Bissessar, Shane (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)
Implement the Job Description Management software application (PayScale) that will improve the efficiency and timeliness in writing, editing, and maintaining job descriptions and specifications	01/24/2024	In Progress			Hernandez, Eneldo (HR); Baquedano, Cindy (HR); McLean, Melanie (HR); Martinez, Ingrid (HR)
Identify policy changes and innovative strategies to reduce the overall recruitment lifecycle	01/25/2024	In Progress			Washington, Virginia (HR); Riveiro, Yalme (HR); Martinez, Ingrid (HR); McLean, Melanie (HR)

