

# Human Resources Annual Report

FY 2017-2018



*Mission: Human Resources is dedicated to delivering exemplary customer service by engaging in collaborative partnerships.*

*Vision: To proactively provide strategic support and guidance to the employees, organization, and community that we serve.*

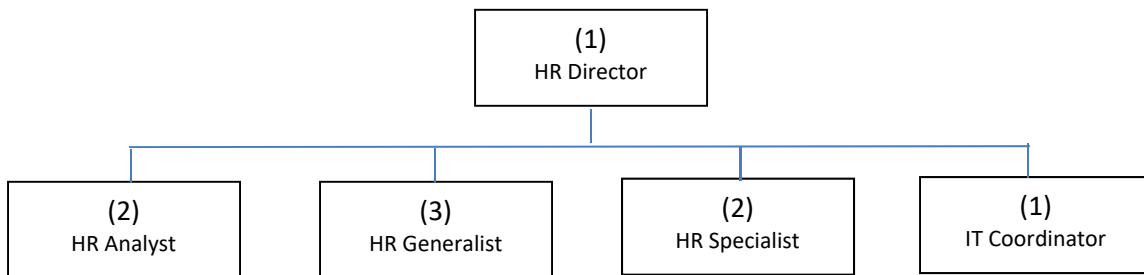
**Welcome** to our Annual Report; a snapshot of Human Resources' activities from Fiscal Year 2017-18. Each area of Human Resources is represented on the following pages: BCC Workforce, Human Resources Programs, Countywide Training and Development, HR Administration, and Accomplishments.

The true focus of Human Resources Management is recruiting, motivating, and retaining the best; sustaining a high performing workforce; providing for business continuity through succession; and minimizing losses to the County and the community through legal compliance.

Nine employees (FT) provide HR services to the County's workforce.

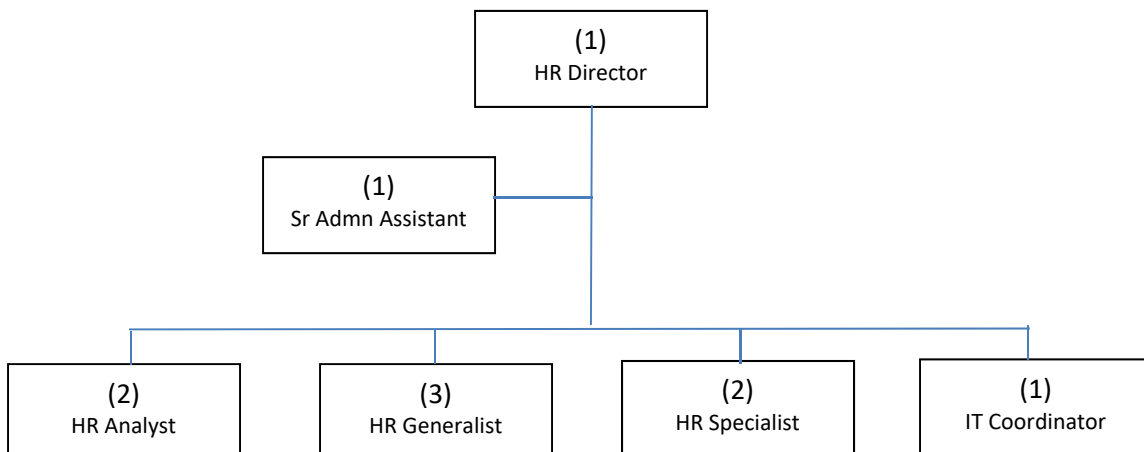
## Human Resources

October 2017



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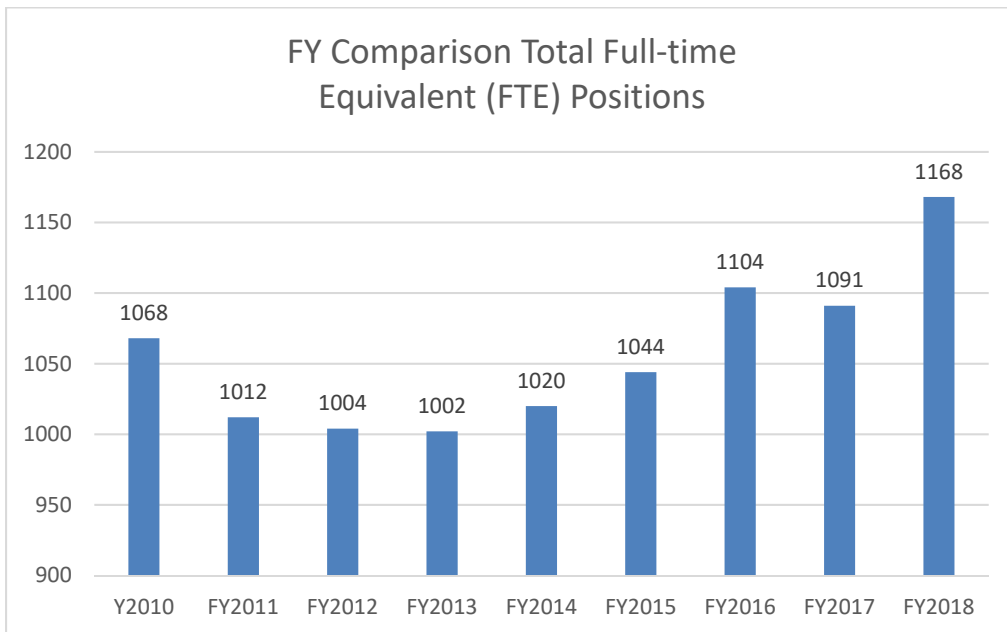
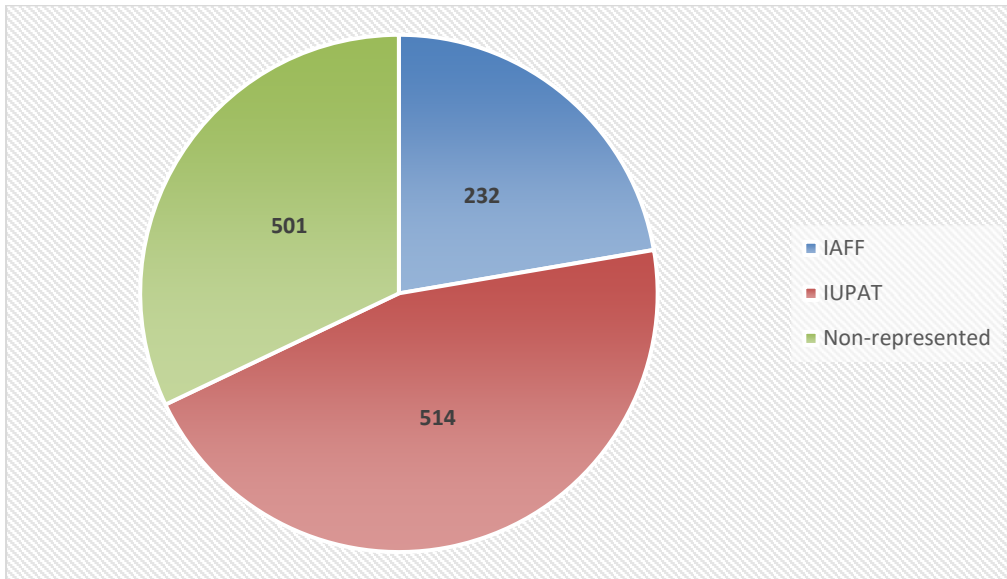
## BCC Workforce

The workforce includes both represented and non-represented employees who fill technical, safety, trade, administrative, and managerial roles. We work in a dynamic environment where, as Charlotte County continues to change, our workforce must evolve. Our employees come from a variety of backgrounds and represent the diversity of Charlotte County. Such a workforce must be supported by an environment that encourages innovation, collaboration, and partnership at all levels; Human Resources consistently achieves this mission.

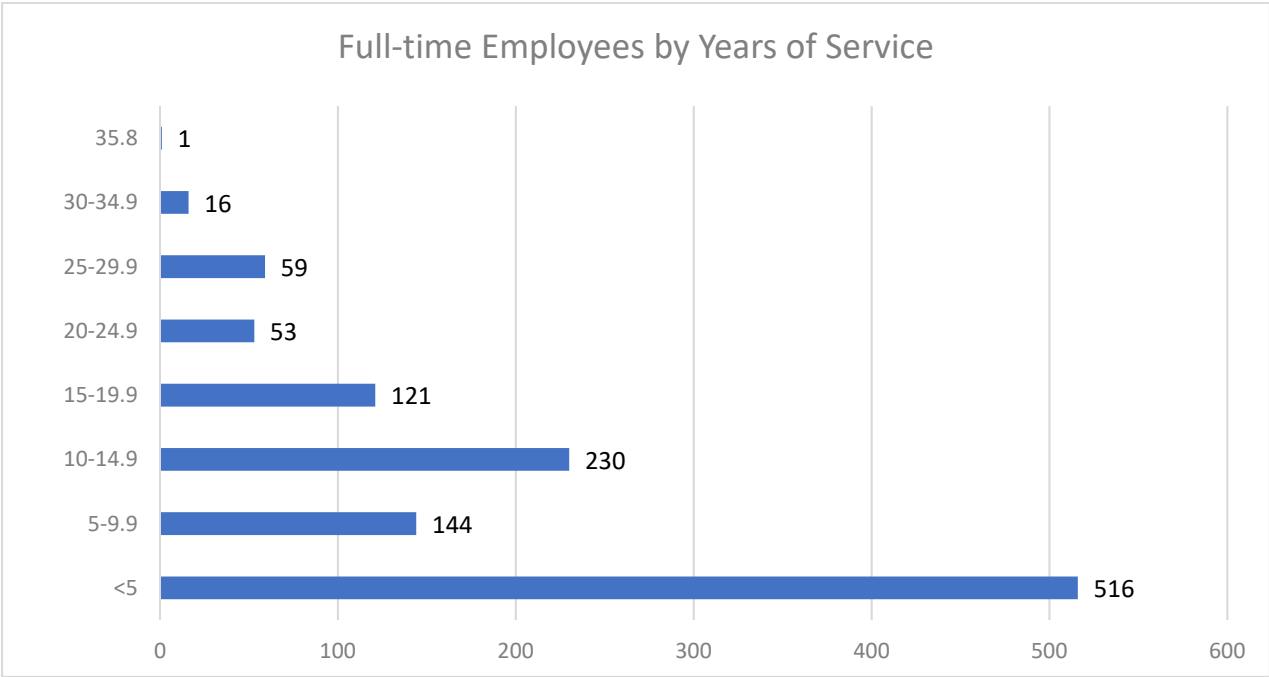
## Workforce Composition

(IAFF) *International Association of Firefighters Local 2546*

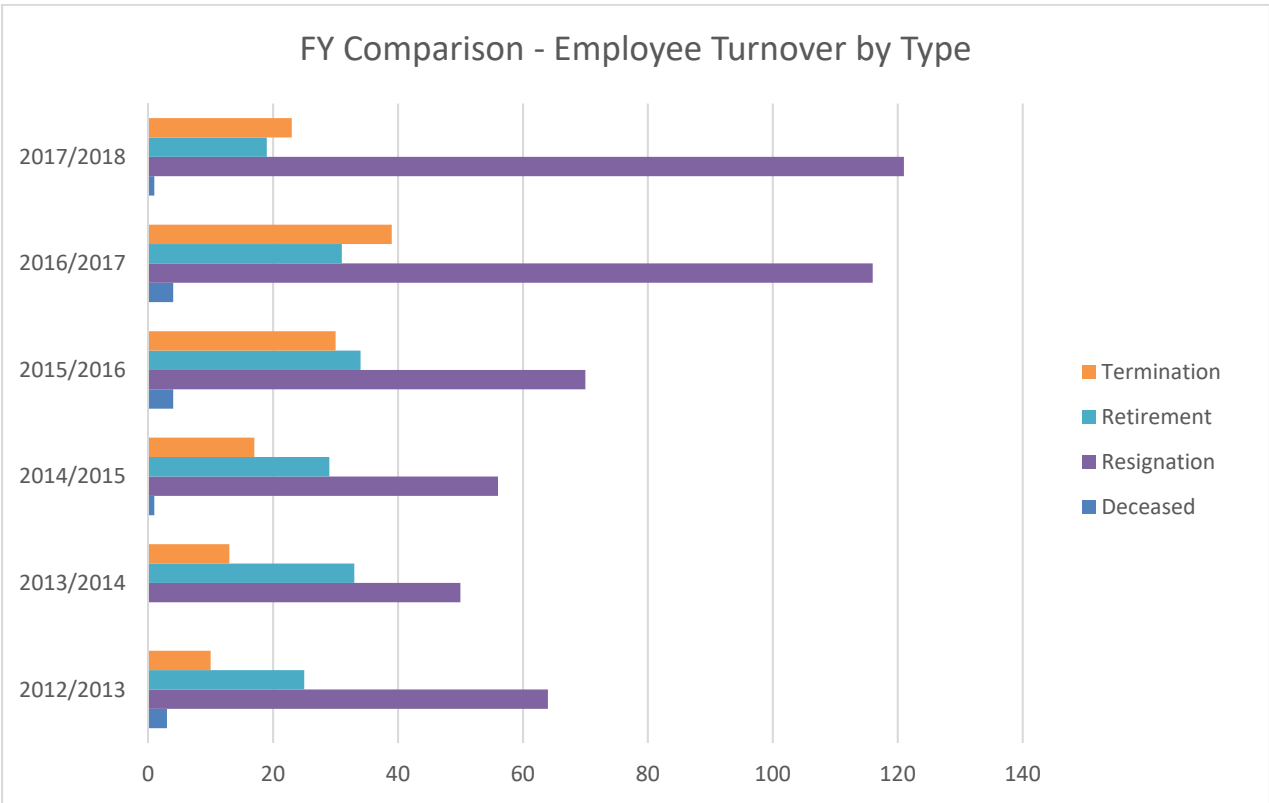
(IUPAT) *International Union of Painters and Allied Trades Local 1010*



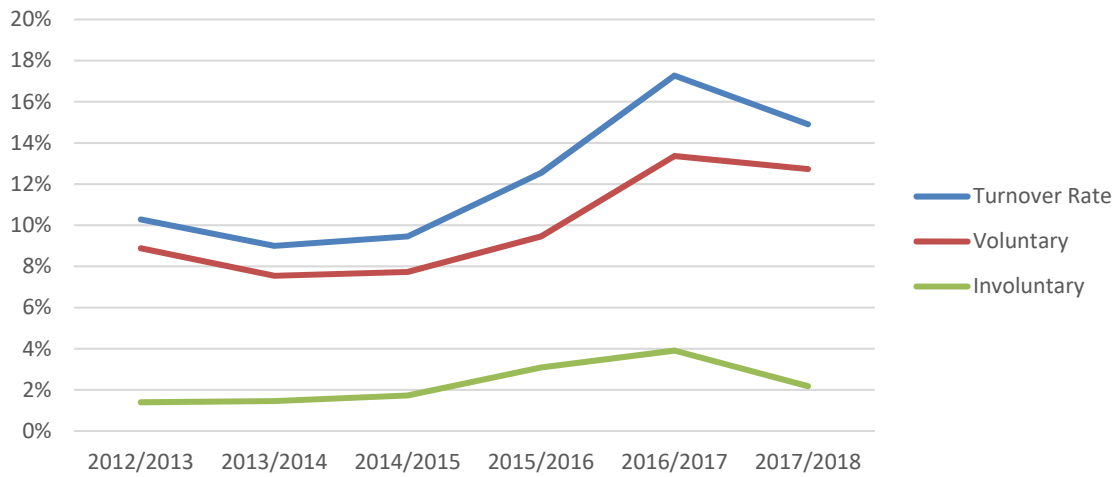
### Full-time Employees by Years of Service



### FY Comparison - Employee Turnover by Type



## FY Comparison - Total Turnover as a Percentage



### Federal/State Reporting Requirements

The Equal Employment Opportunity Commission (EEOC) requires periodic reports which indicate the composition of the work force by sex and by race/ethnic category. In State and Local Government this report is referred to as the **EEO-4**.

The BCC is required to provide information by employment totals, employee job category and salary by sex and race/ethnic groups. The EEO-4 survey is conducted biennially in every odd-numbered year. Human Resources filed the EEO-4 report on September 30, 2017.

The statistics below comply with State and Federal reporting requirements and are a voluntary option for employees to disclose and therefore may not accurately reflect the makeup of the workforce (protected classes).

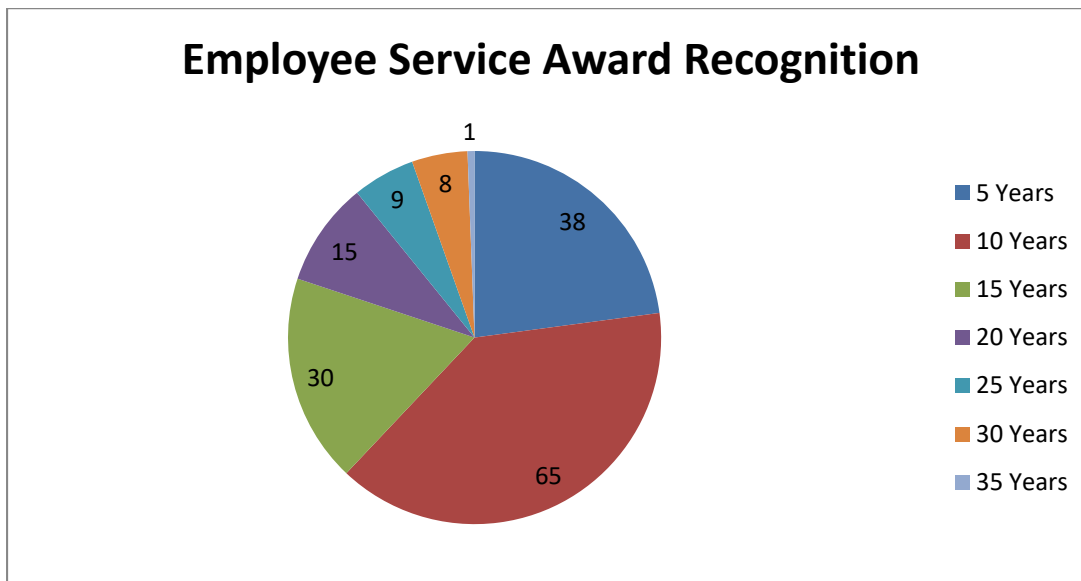
Protected Class	(# as reported of total workforce)
Asian	15
Black/African American	31
Hispanic/Latino	60
American Indian/AK Native	5
Pacific Islander	0
Two or More Races	5
Females	338

## Human Resources Programs

### Service Awards

Since BCC services are enhanced by the professionalism, dedication, and productivity of its employees, we believe in recognizing commitment and dedication to the organization through the Service Award Program. Employees receive a certificate, pin, or plaque for their corresponding years of service to the BCC.

**166 employees received recognition in FY 2017-2018**



### Employee of the Month Program

The purpose of the Charlotte County Employee of the Month Program is to provide a process for nominating and selecting employees who exemplify our core values and have made significant contributions to the mission of Charlotte County. These awards are individual awards and only individual employees can be nominated. Each employee of the month receives a certificate and a \$25 cash award. Full-time employees also receive one (1) day of administrative leave. Awards are presented at a Board of County Commission Meeting. A total of nine (9) employees received the EOM Award in FY 2017-2018.

### Employee of the Year Program

Recipients of Employee of the Month Awards are eligible for the Employee of the Year award. A ballot is prepared containing the names and summary of each Monthly Award winner for that fiscal year and posted on the intranet. Votes may be cast by any part-time or full-time Charlotte County BCC employee. In the event of a tie, the Human Resources Director, County Administrator, Deputy County Administrator, and Assistant County Administrator will make the final decision. Employee of the Year receives a certificate and a \$100 cash award. Full-Time employees will also receive two (2) days of administrative leave.

## **Internship Program**

In FY 2017-18, BCC had the pleasure of working with 7 student interns. Each intern is matched to a department within the County in an area relevant to the student's area of study. This design provides students with a broad view of local government and aids them in realistically assessing their future career decisions. Everyone involved in each program strives to ensure that all students have an engaging and rewarding experience.

## **Performance Management**

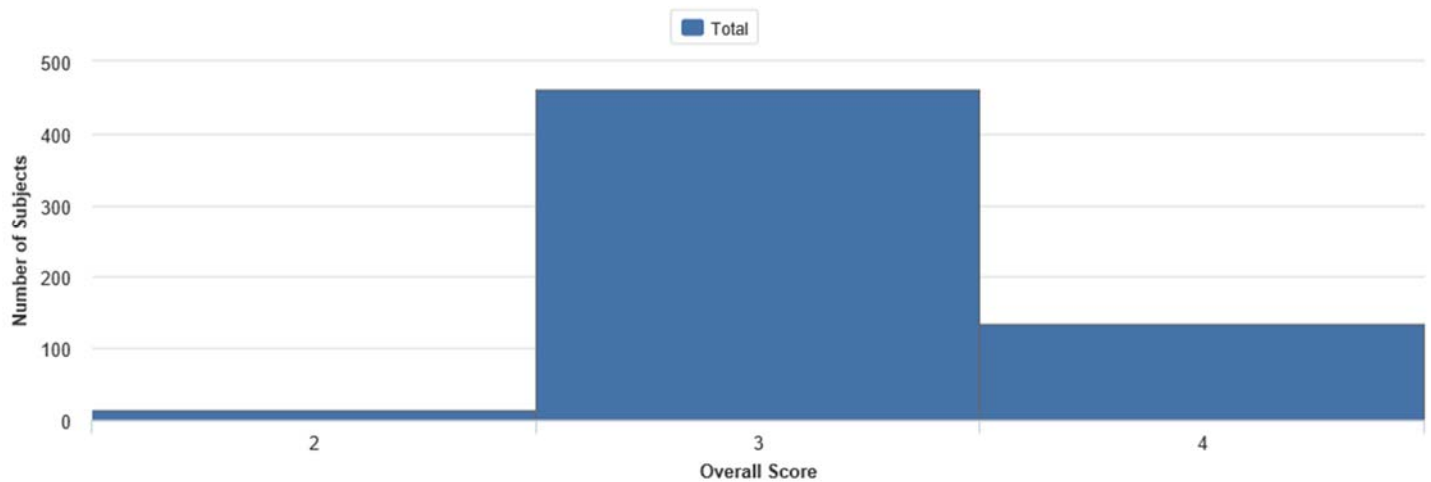
Performance Management – Halogen eAppraisal is a best practice approach that ties and cascades strategic goals with the employees' personal work goals. This online performance management system also has the capability of monitoring and analyzing the performance of the organization through various reports. The information provides valuable insight regarding the performance of various work units through the organization, as well as overall countywide performance data.

Annual Stay Interviews are conducted to help managers understand why employees stay with an organization and what might cause them to leave. During the Stay Interview, employees answer a set of questions related to their work satisfaction and career goals, and have an open conversation with their manager to build trust and assess the work environment. Using this tool can help reduce employee turnover rates and increase employee satisfaction and engagement. Major themes emerging from Stay Interviews indicate the employees enjoy working with their co-workers and the challenges of their work; employees stay with Charlotte County because they enjoy their work and the benefits offered.

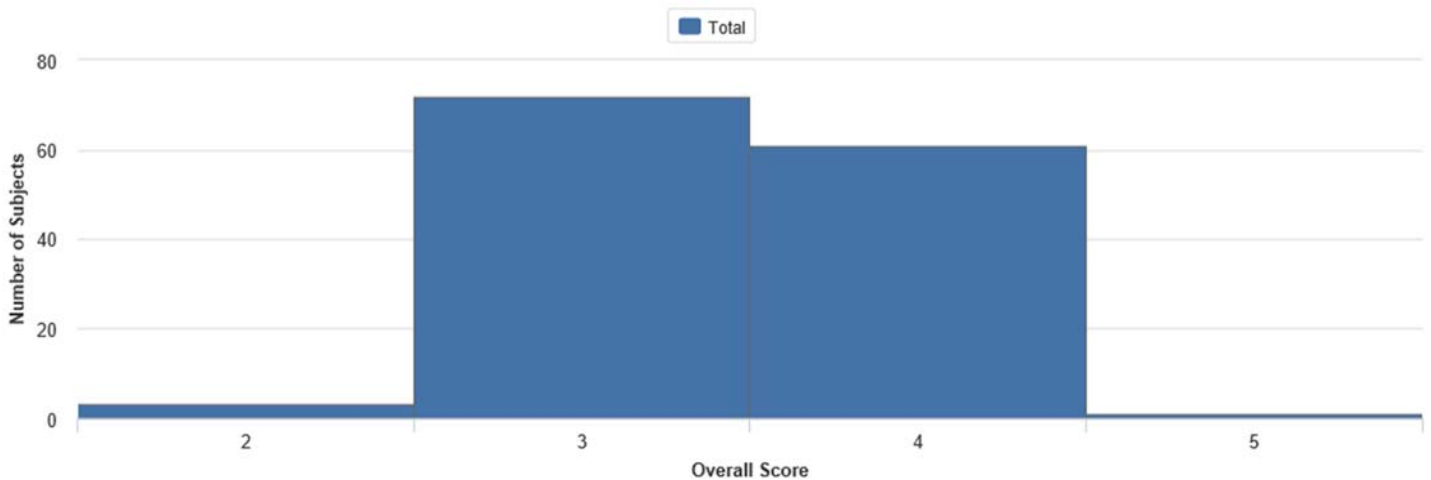
Career pathways are also being created to help employees understand what skills and experience are necessary to move through a career ladder. The modern workforce is looking towards the employer for guidance on how to develop their skills and plot their career path; these efforts will meet the needs of the employees and meet the future needs of the organization.



## Overall Performance Score Distribution-General



## Overall Performance Score Distribution-Leaders

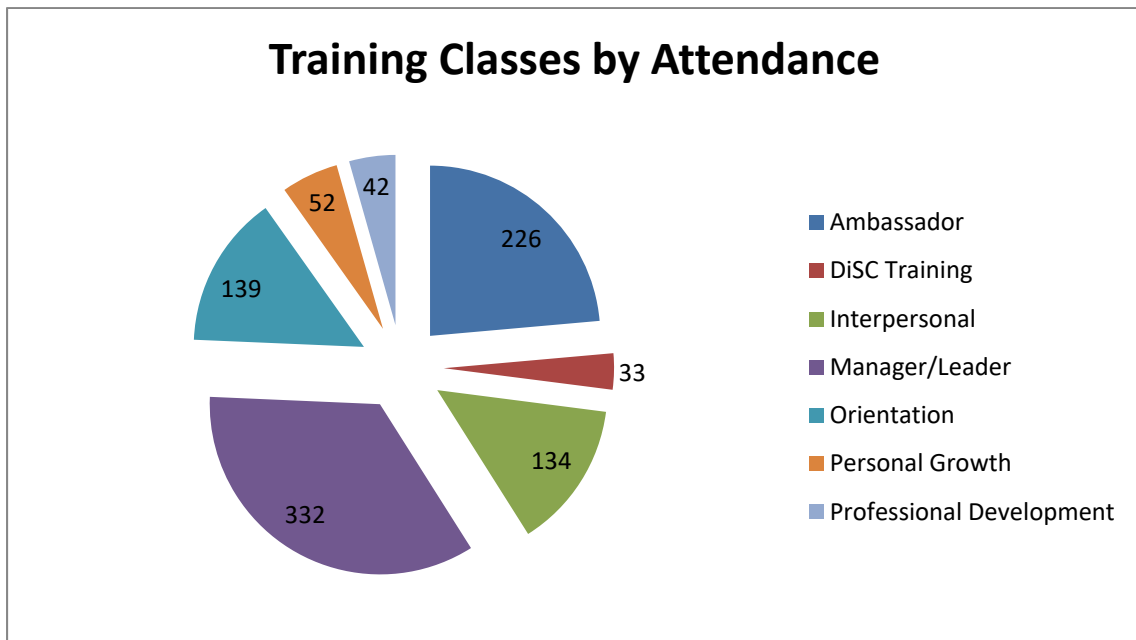


## Countywide Training & Development

Human Resources provides a variety of training and development opportunities aimed at building employee capacity to deliver services, meet strategic needs and align with the County's values, strategic plan, and overall mission. Training and development programs in the areas of Management Orientation, Employee Ambassador Academy, Teambuilding, Interpersonal Effectiveness and New Employee Orientation directly support our mission. Classes are designed, developed and facilitated by internal HR staff and through local partnerships with Charlotte Technical Center, Florida Gulf Coast University, and the Florida Institute of Government (FIOG) subject matter experts. We also provide customized solutions for County departments by delivering in-house facilitation and work-climate diagnosis.

**FY 2017-18 Highlights:**

- 227 hours of training; 958 participants; and 62 training sessions
- 50 employees completed the annual Employee Ambassador Program



**Human Resources Administration**

**Support Services**

Processed the following in support of the County’s HR programs and services:

- 887 Employee Status Change Forms (ESC)
- Tuition reimbursement requests for 17 employees in the amount of \$21,692.94.

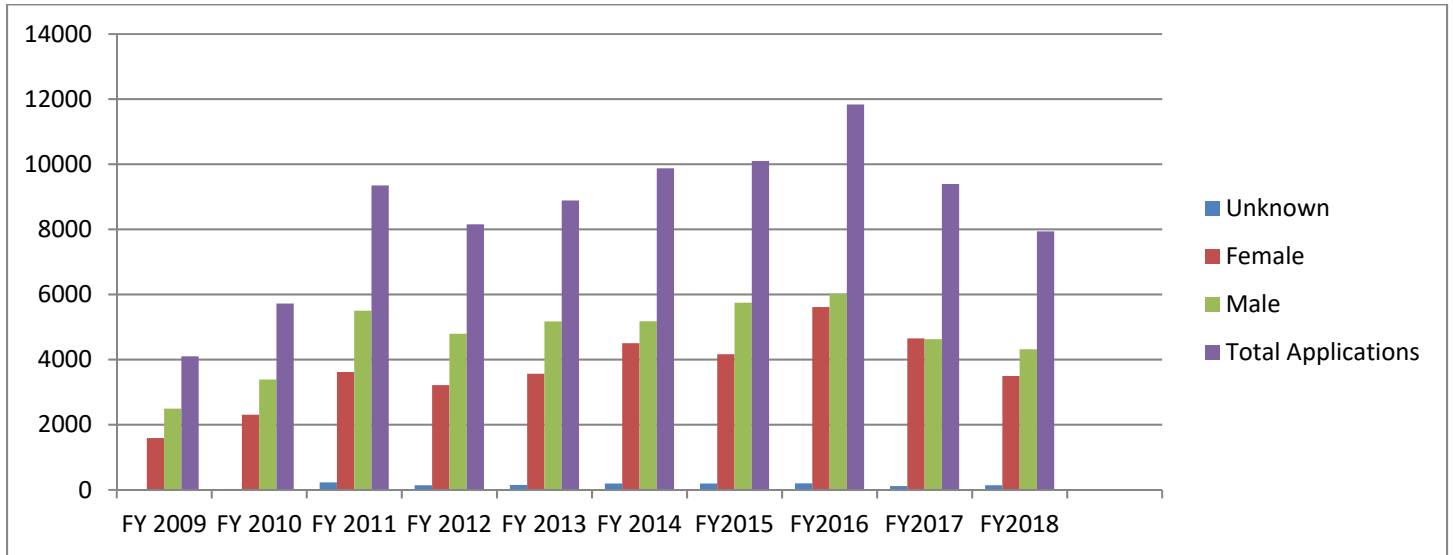
**Classification/Compensation**

- Processed 46 classification actions
- Processed 1 departmental re-organization
- Performed and implemented a Classification & Compensation Study for FY2017-18

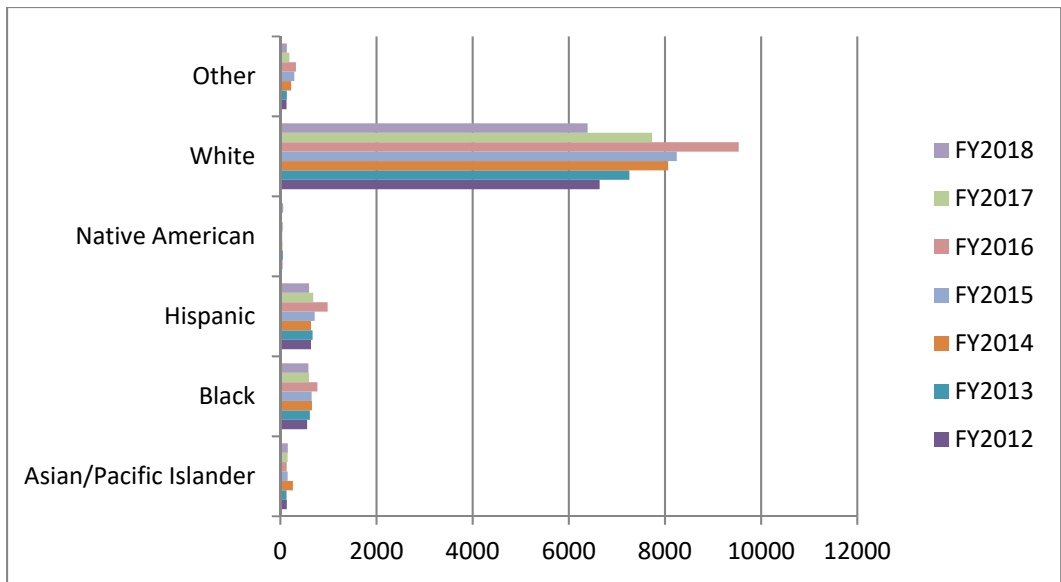
**Recruiting**

- Received and processed 7,936 applications
- Advertised 319 (part-time, seasonal, full-time, contract/intern) vacancies
- Received 23 Unemployment Claims with 1 hearing

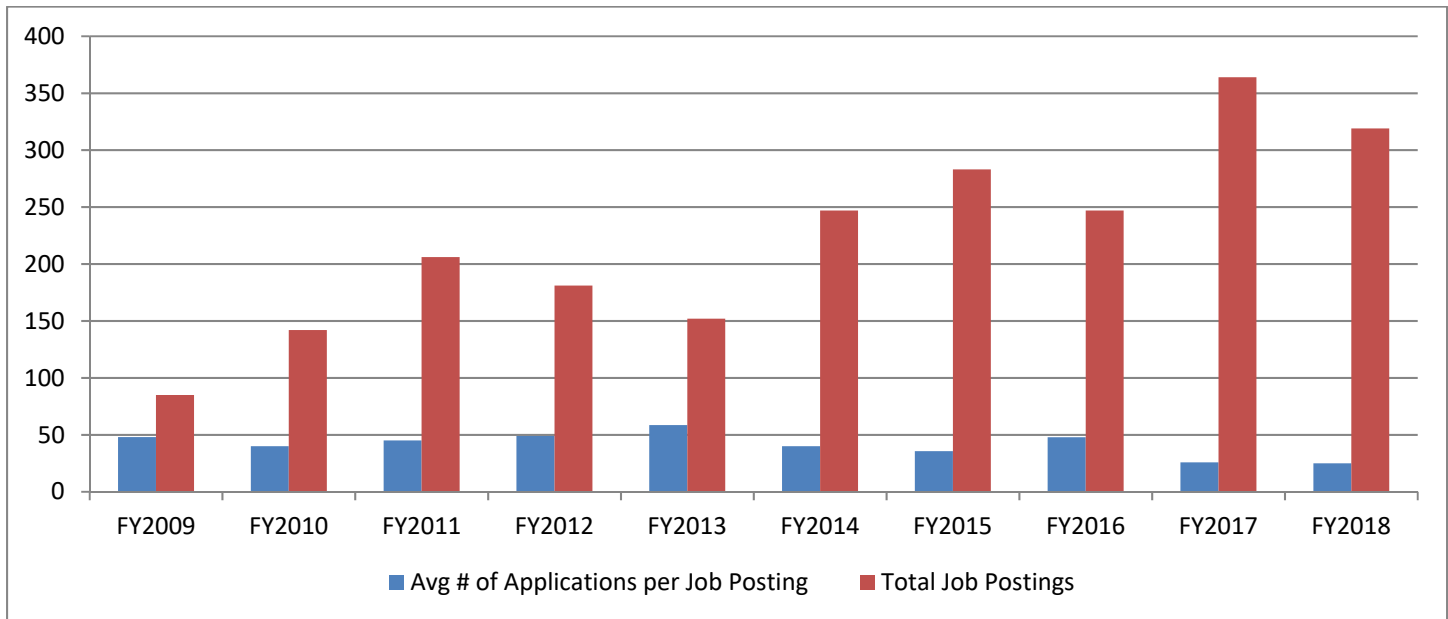
### FY Comparison Total Applications Received by Gender



### FY Comparison Ethnicity of Applicants (as voluntarily reported)



## FY Comparison Total Job Postings & Average Number of Applications/Posting



### Labor/Employee Relations

- Managed 8 employee grievances
- Received and responded to 2 EEO Complaints
- FMLA cases: 199 closed, 273 open

### Human Resources Major Accomplishments

HR's long term plan drove the development, implementation, and completion of the following projects and programs. Some of our most significant accomplishments and achievements are noted below, in accordance with our strategic plan.

**Temporary Staffing** – This project was created to drive efficiencies with the way we place and pay temporary staff. By bringing this practice in-house, we were able to place staff quicker, save costs, and build an applicant pool for part-time and full-time positions.

**Everbridge Notification System** – This project was created to replace the Phase V employee notification system with a more accurate system called Everbridge. Employee information was imported into Everbridge and tested for accuracy. This system will be used for employee notification of future emergencies.

**Leadership Development Program** – A leadership development program was developed to address succession planning for the organization, using development plans and learning opportunities to build competencies for future positions. A dedicated Career Coach will be available to assist with these opportunities.

**Communication** – Collaboration with the Public Information Office has increased employee communication for the roll-out of new initiatives. Videos have also been created jointly for internship testimonials, job histories, employee recognition programs, and growth opportunities.

## **What's Next?**

Human Resources consists of a lean team that desires to work smarter. We remind ourselves that Charlotte County Government exists for the people and is passionate about the mission to be the energy in making Charlotte County a beautiful and enriching place to live. In order to achieve this mission and sustain our high standards, the County will have to proactively prepare for change and flex with a new workforce and economic environment.

## **Closing**

This report was designed to capture a current snapshot of Charlotte County's workforce. The information provided is demonstrative of the ways that the Human Resources Department is able to provide information and analysis about the employee population to use in strategic planning and decision making.