

# Human Resources Annual Report

FY 2014-2015

*The mission of the Human Resources Department is to provide the Charlotte County Board of County Commissioners, the citizens & employees of the County with employment services that are unassailably professional, responsive to business and operational needs, and conscientiously cost-effective.*

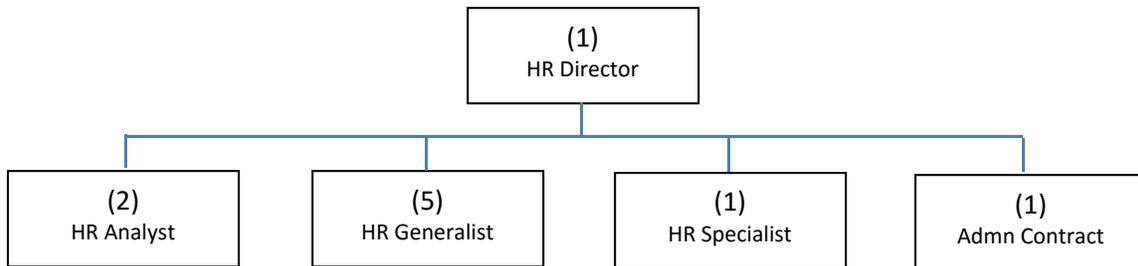
**Welcome** to our Annual Report; a snapshot of Human Resources' activities from Fiscal Year 2014-15. Each area of Human Resources is represented on the following pages: BCC Workforce, Human Resources Programs, Countywide Training and Development, HR Administration, and Accomplishments.

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.

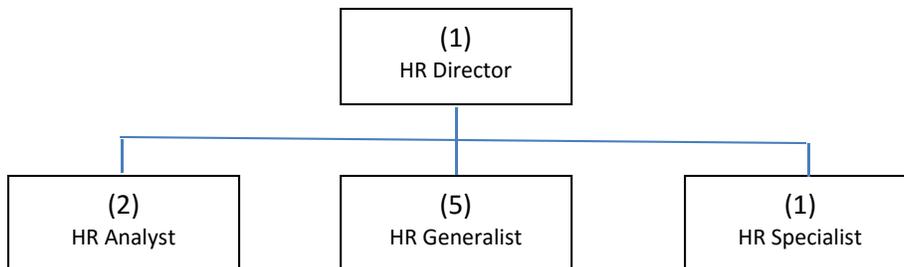
## Human Resources

October 2013



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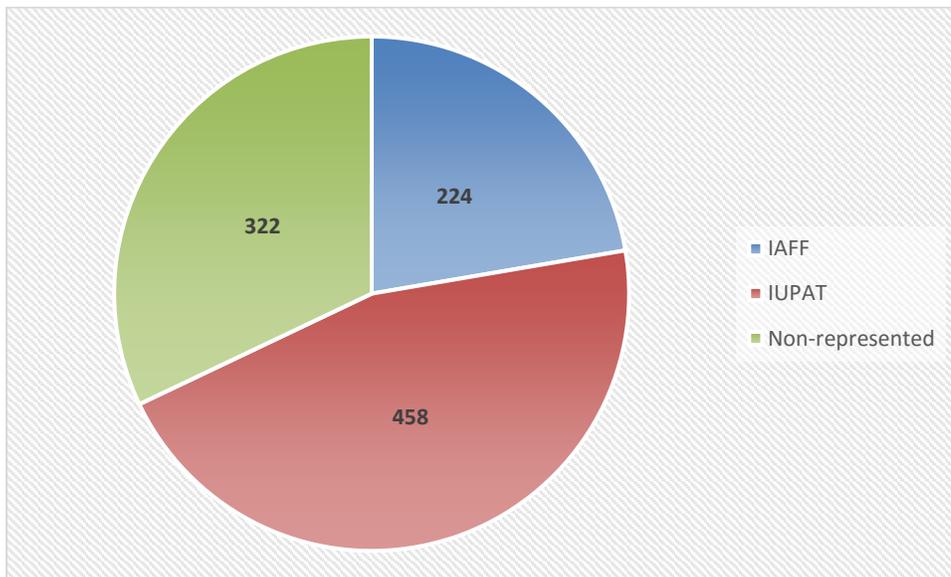
## BCC Workforce

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.

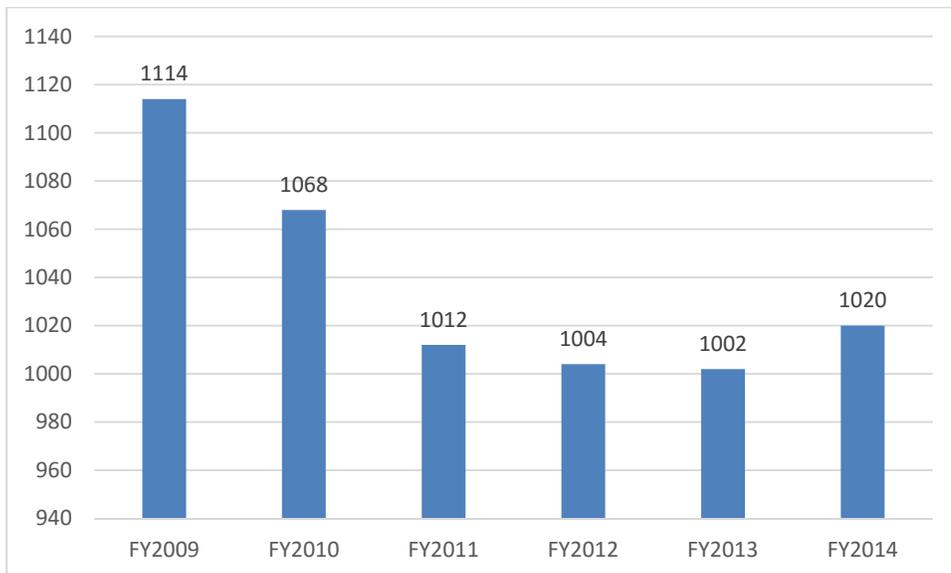
## Workforce Composition

(IAFF) *International Association of Firefighters Local 2546*

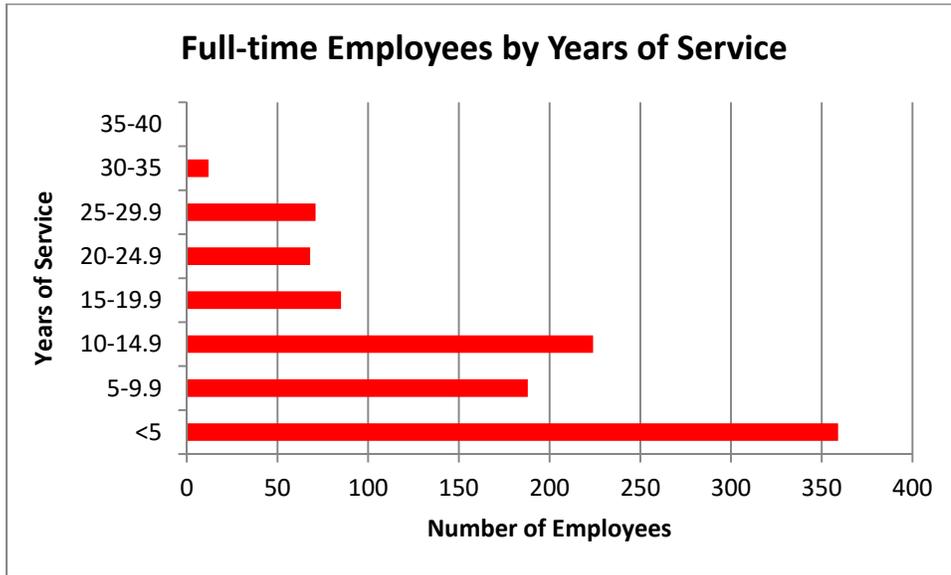
(IUPAT) *International Union of Painters and Allied Trades Local 1010*



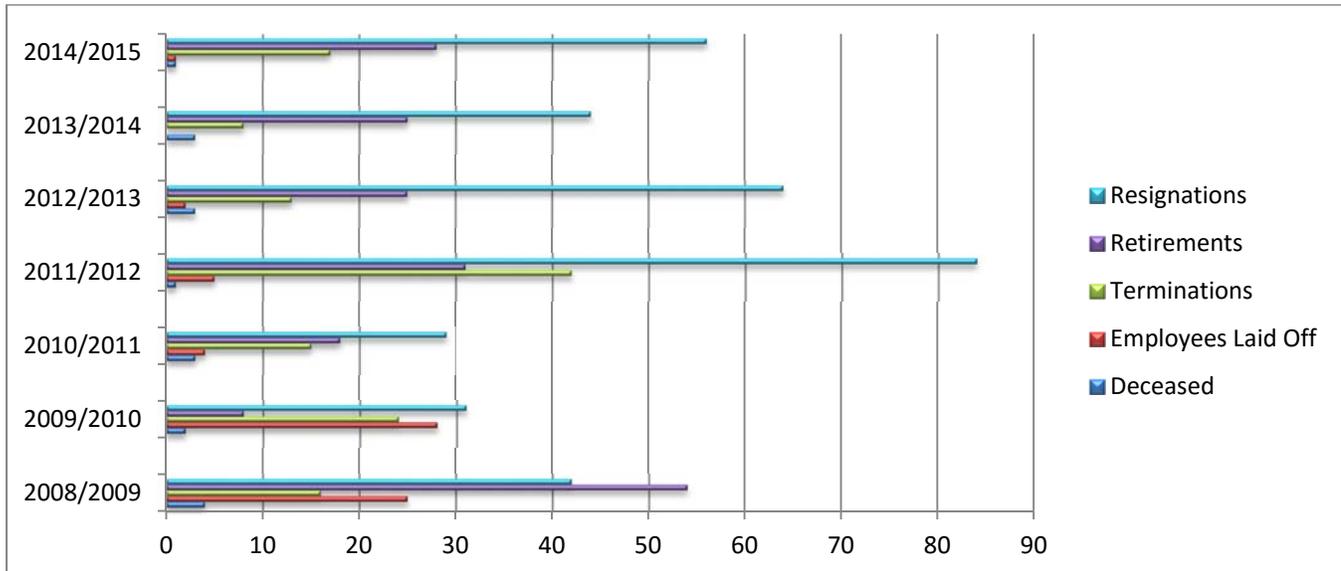
## FY Comparison Total Full-time Equivalent (FTE)



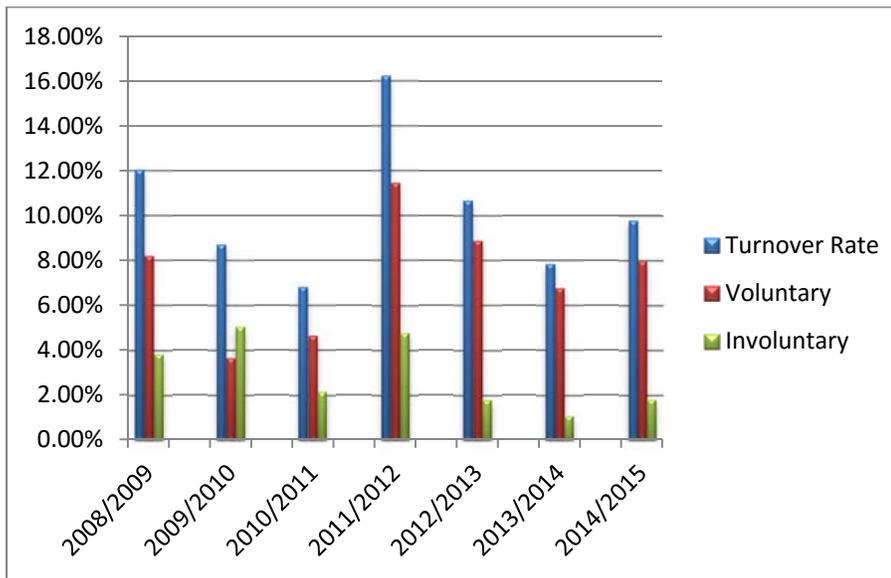
## Full-time Employees by Years of Service



## FY Comparison Turnover by Type (FTE)



## FY Comparison Total Turnover as a Percentage (FTE)



## 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, 2015.

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).

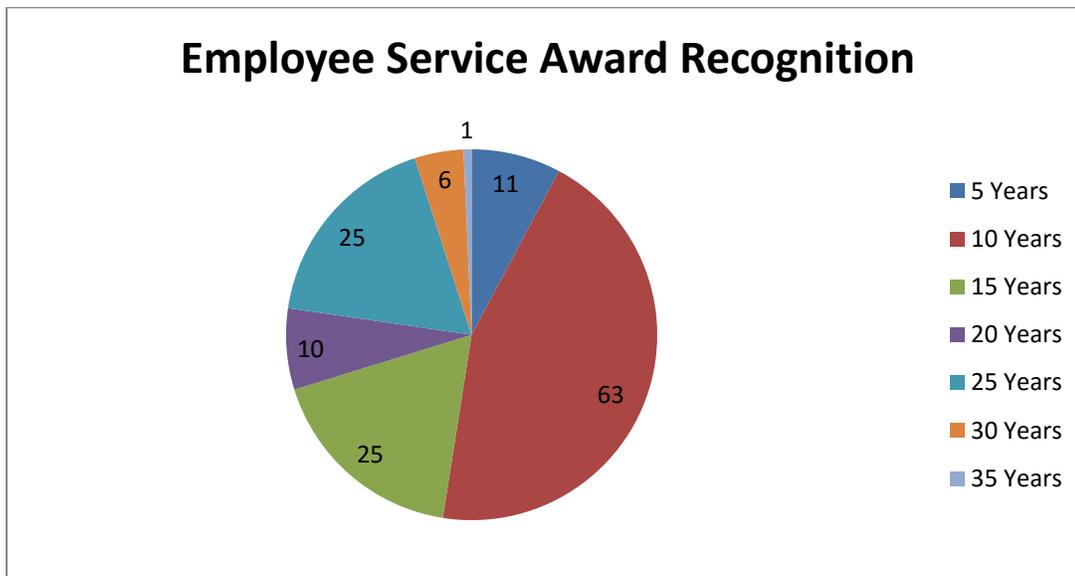
Protected Class	(# as reported of total workforce)
Asian/Pacific Islander/Native HI	14
Black/African American	28
Hispanic/Latino	51
American Indian/AK Native	6
Females	325

## 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.

**141 employees received recognition in FY 2014-2015**



### 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, a reserved parking space at their worksite, and selection of an award (examples include meals from local restaurants, 3-month parking pass for Charlotte County Parks & Boat Ramps, or \$25 cash award). Full-time employees also receive one-half day of annual leave. Awards are presented at a Board of County Commission Meeting. A total of eleven (11) employees received the EOM Award in FY 2014-2015.

### 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, and Assistant County Administrator will make the final decision. Employee of the Year receives a plaque, a reserved parking space at their worksite, selection of an award (examples include 12-Month parking pass for Charlotte

County Parks & Boat Ramps, \$100 cash award, etc.). Full-Time employees will also receive one-day of annual leave.

### Internship Program

In FY 2014-15, BCC had the pleasure of working with 4 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.

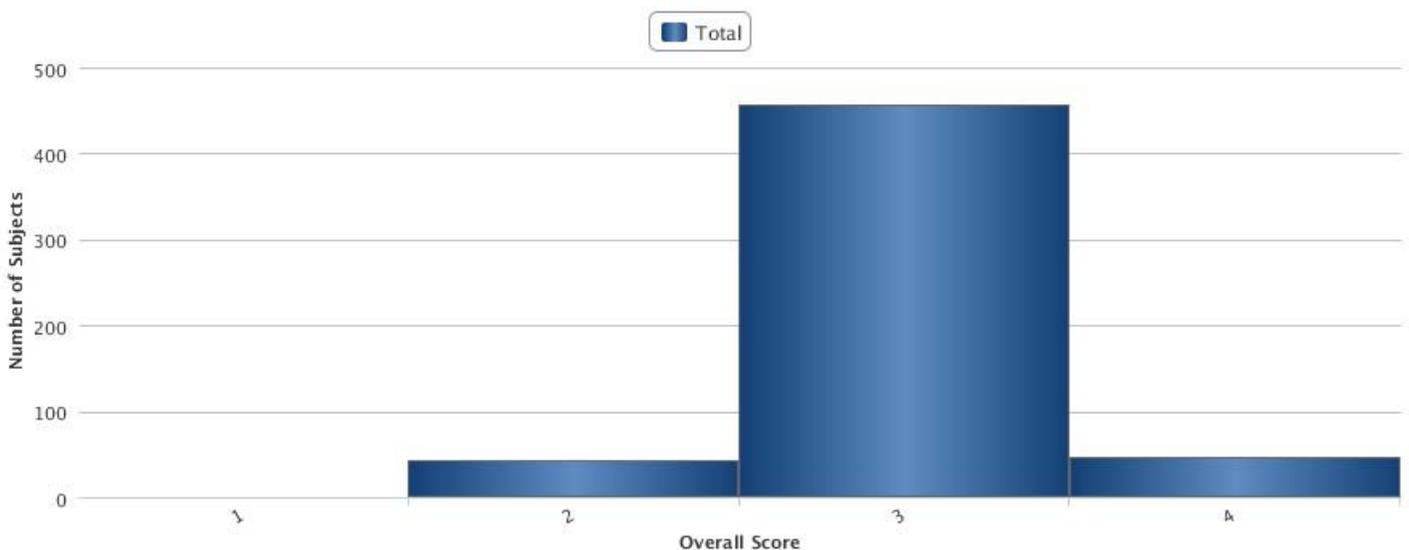
### Performance Management

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.

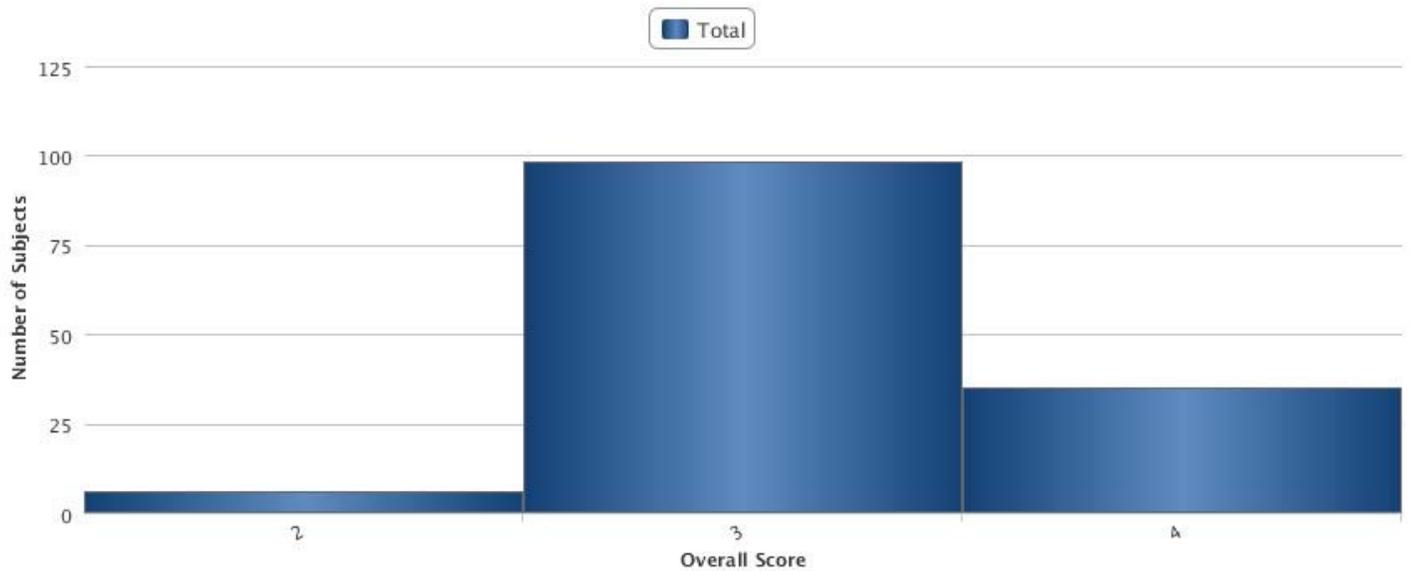
For the FY 2014-15 performance evaluation process, two minor changes were implemented: removal of the employee self-appraisal and the extension of the process to 90 days. Pay for Performance was introduced to provide pay increases aligned with performance levels. Pay for Performance adjustments were based upon appraisal scores and the availability of funds.

To support the changes to the process and the implementation of Pay for Performance, training was offered to all evaluators in a small group setting and a recorded training video was emailed to all employees. We are committed to providing quality training for evaluators, managerial, and supervisory staff in the areas of goal setting, feedback, coaching, and developmental plans.

### Overall Performance Score Distribution-General



## Overall Performance Score Distribution-Leaders

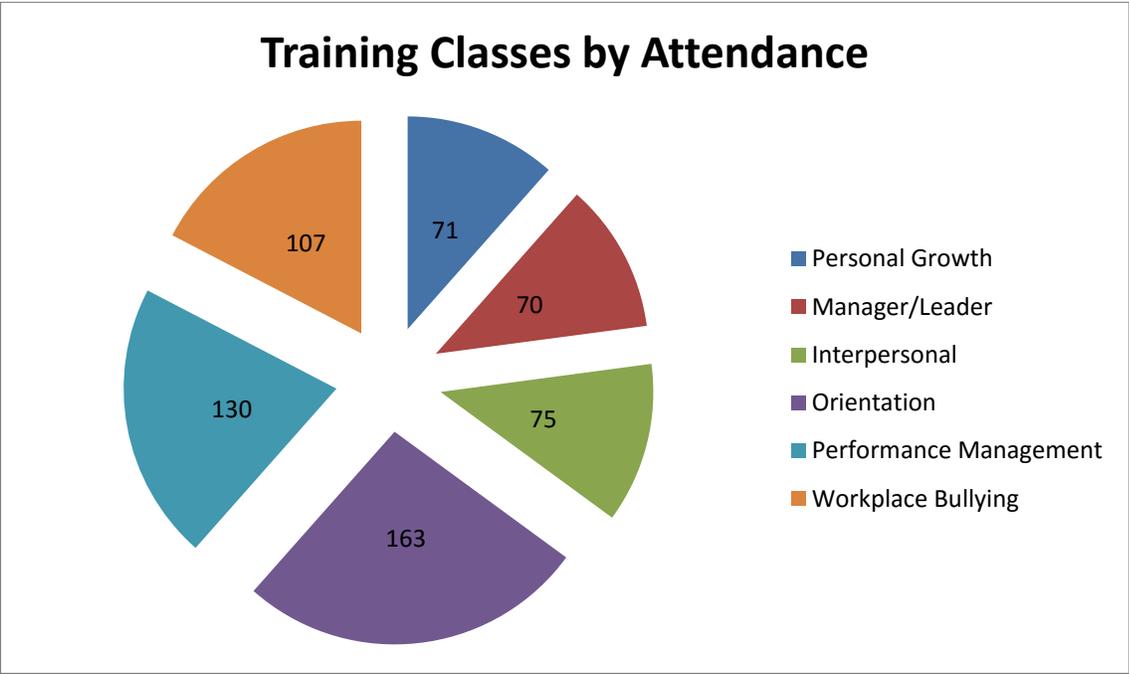


### Countywide Training & Development

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 2014-15 Highlights:**

- 169 hours of training with 621 participations in 50 training sessions
- 31 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:

- 1,167 Employee Status Change Forms (ESC)
- Tuition reimbursement requests for 15 employees in the amount of \$16,303.56.

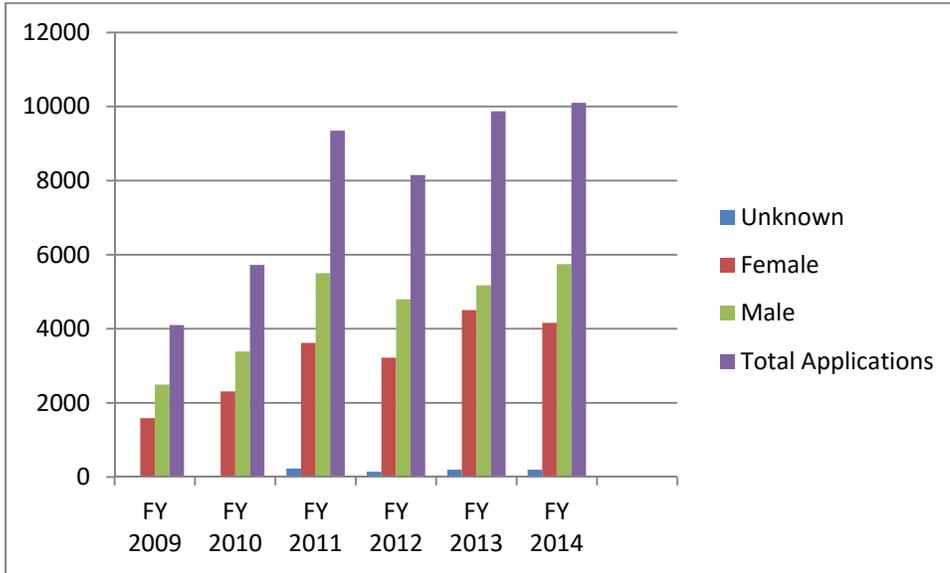
**Classification/Compensation**

- Processed 135 classification actions due to the compensation study
- Implemented a new pay plan
- Analyzed and updated all classifications

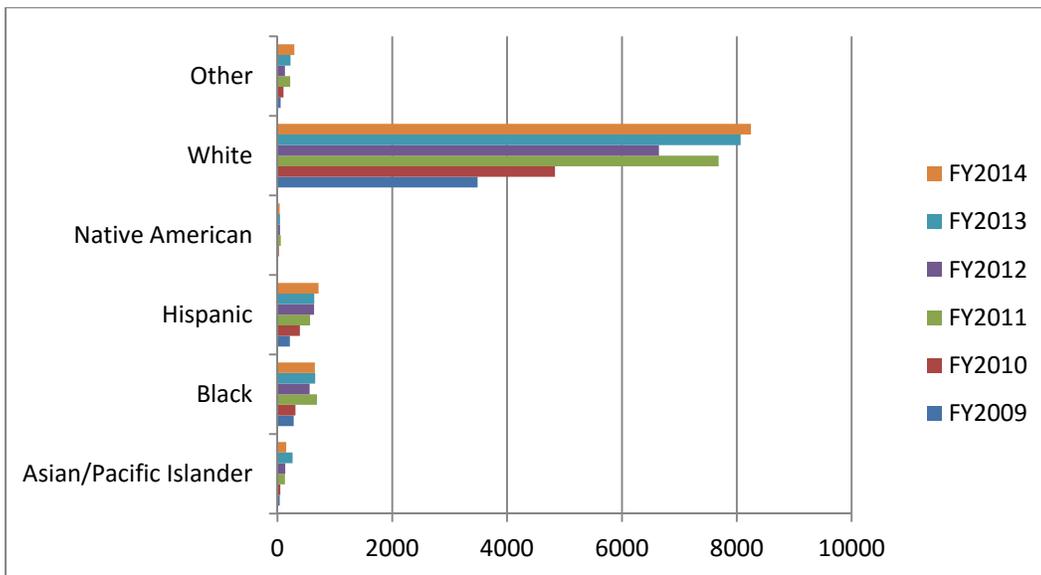
**Recruiting**

- Received and processed 10,101 applications
- Advertised 264 (part-time, seasonal, full-time, contract) vacancies
- Received 25 Unemployment Claims
  - 4 hearings, 4 wins/0 losses

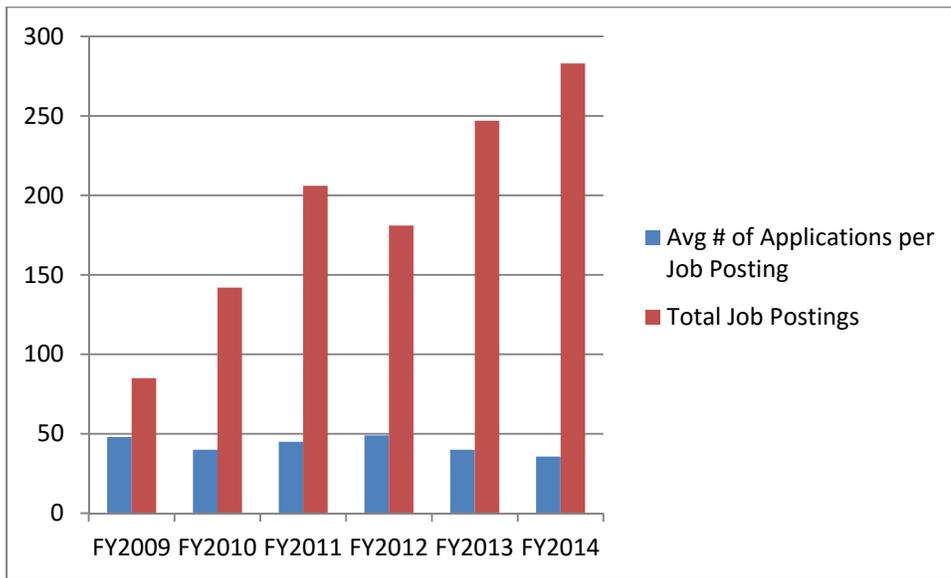
### FY Comparison Total Applications Received by Gender



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



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



### Labor/Employee Relations

- IAFF and IUPAT Contracts ratified with 3 year durations respectively.
- Managed multiple employee grievances, 4 mediations.
- Received and responded to 4 EEO Complaints
- Processed 341 status changes for FMLA

### 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.

**Customer Service Project** – The consultant, Analytica, completed their project work and turned it over to the Human Resources department to implement a county-wide focus group to complete the recommendations in the areas of communication, training, marketing, recognition, accountability, metrics, and sustainability.

**Compensation Study with Evergreen Solutions, LLC** – The consultant, Evergreen, summarized their findings and recommendations for compensation philosophy, market research, and pay plan adjustments. Evergreen presented their findings at a Board of County Commissioners' (BCC) workshop and the BCC approved a new pay plan for 2014-15. In addition, across-the-board increases were given for the first time in seven (7) years.

**Pay for Performance** – Successfully implemented and trained management staff on the bell-curve process being utilized from Halogen data.

**Management University** – Created a training program targeted for current management staff. The first class planned for October, 2015.

### **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 your workforce analysis and decision making.