

# Pinellas County Human Resources 2022 – 2024 Strategic Plan **HR C.A.R.E.S.**

**C**ultivate Workforce



**A**tttract Candidates



**R**elationship Building



**E**volve Technology



**S**erve Customers



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## Our Vision

To achieve an organizational community where all people thrive, partnerships flourish and performance excels.

## Our Mission

As a trusted solutions partner, enhance and support the unique missions of our customers by providing expertise and outstanding customer service, promoting health and well-being, and cultivating a diverse, inclusive and engaged workforce.

## Guiding Principles

### **CUSTOMER FOCUSED**

We partner with our customers to provide outstanding and timely service that supports their strategic goals.

### **RESPECTFUL**

We listen and respond to each individual with courtesy and empathy.

### **CREDIBLE**

We earn the trust of those we serve by demonstrating confidentiality, integrity, and accountability and by providing expertise obtained through continuous learning.

### **INNOVATIVE**

We value diverse perspectives, encourage curiosity and challenge the status quo to achieve creative and effective solutions.

### **INCLUSIVE**

We collaborate across all teams to make decisions and take action in pursuit of the best-shared outcomes.

### **POSITIVE**

We choose to be optimistic and upbeat while looking to the future with excitement and focusing on possibilities.

# Human Resources Centers of Excellence

## **Benefits/Retirement/Wellness**

Provides comprehensive benefits, services and programs to eligible employees, retirees and dependents, from new hire on-boarding through post-retirement; collaborates with cross-functional teams such as the Benefits Advisory Committee to continually review and assess our plans to meet and anticipate the needs of County employees through all stages of life; serves customers attentively and confidentially, educating them about all of the County's excellent benefits plans that make up a significant portion of their total rewards package.

## **Classification and Compensation**

Provides a broad array of classification and compensation programs and services; collaborates with management to provide solutions for job design and classification plans, such as career ladders, trainee roles, and organizational structure changes; monitors labor market trends to ensure that pay levels and salary structures are competitive within our market and our industry; consults with Appointing Authorities and senior managers on promotional increases, equity adjustments, special merit increases, and new hire salaries.

## **Communications and Outreach**

Creates employee-focused digital, print, and social media messaging; develops cascading messaging and appropriate change management practices; oversees communication strategies for all Centers of Excellence; manages volunteer and intern programs County-wide.

## **Workforce Strategy**

Recruits and onboards diverse talent across the Unified Personnel System (UPS) by collaborating with hiring managers to advantageously network, source, hire, and promote those with a passion for public service and community through the Work.Grow.Matter. initiative; ensures veteran's preference compliance; oversees Human Resources Management Systems and Records Administration which manages and maintains all employee personnel actions, data, and records; supports reporting and business analysis of the UPS employee life cycle.

## **Organizational and Talent Development**

Provides leadership and professional development programs to further develop and support a learning culture; serves as a strategic partner throughout the UPS by customizing learning solutions to drive performance and build learning agility; provides support in organizational development.

## **Planning and Performance**

Partners with the Appointing Authorities in the UPS to increase organizational effectiveness; provides expertise in employee relations, rules and policy interpretation, climate assessments and conflict and mediation resolution; assists with the performance management function as well as leadership and strategic development.






# Executive Summary: Message from the Director

I am pleased to present you with the 2022 – 2024 Pinellas County Human Resources Strategic Plan. The development of this 3-year plan sets forth the direction for Human Resources (HR) and was a collaborative process involving HR team members and our stakeholders, including Appointing Authorities, the Employees' Advisory Council (EAC), and the Unified Personnel Board.



Kimberly R. Crum  
HR Director

The foundation of this strategic plan is the performance objectives (marked by an asterisk) that were established with the Unified Personnel Board on April 7, 2022. With our stakeholders' goals and needs in mind, we began a strategic planning process by creating an internal cross-functional committee comprised of an HR staff of all levels. This team worked closely with HR officers and each member of the HR team to revise the department's mission and vision statements, set forth guiding principles that better align with today's objectives and finalize strategies to address current and future workforce needs. This plan now includes five focus areas – appropriately titled C.A.R.E.S. – as this team cares deeply about embracing the future of our department and meeting the needs of our stakeholders.

-  **CULTIVATE A DIVERSE, TALENTED AND RESILIENT WORKFORCE**
-  **ATTRACT A DIVERSE AND TALENTED CANDIDATE POOL**
-  **RELATIONSHIP BUILDING**
-  **EVOLVE AND LEVERAGE TECHNOLOGY**
-  **SERVE AND SUPPORT CUSTOMERS**

The following measures were set in collaboration with Appointing Authorities and the Unified Personnel Board to demonstrate our accountability to service excellence and to use these measures as our scorecard and roadmap to success. The measures may be updated annually.

Measure	Goal
<b>From the Customer Satisfaction Survey:</b>	
Based on today's experience, how satisfied are you with HR?	92.5%
After interaction with HR personnel:	
• The representative was professional & courteous	100%
• The representative was helpful	100%
• I receive the requested information in a timely manner	100%
<b>From the Employee Voice Biennial Survey:</b>	
I receive competitive benefits overall	80%
<b>From the New Employee Orientation Survey:</b>	
I was well engaged with what was going on in the event	90%
<b>Time to Fill Positions</b>	70 days

We are focused on strengthening collaborative and solution-oriented partnerships to help all organizations within the Unified Personnel System achieve success.



## **GOAL:** **Cultivate a Diverse, Talented and Resilient Workforce**

### **Strategy: Assist Appointing Authorities in developing their performance management systems that are capable of incentivizing and rewarding top performers\***

- Introduce the Oracle performance management system with compensation and succession planning modules
- Collaborate with Appointing Authorities to develop a compensation philosophy to effectively link pay to performance\*
- Customize performance evaluations to meet departmental and position needs
- Develop additional rewards and incentives, i.e. tenure, special projects, etc.

### **Strategy: Drive a “learning culture” that supports employee development and supervisory success to improve retention\***

- Ensure information on learning opportunities and resources is readily available, clear, and easy to find
- Add a concrete learning process and practice with a blended learning design
  - On-demand, self-paced learning with ULearnIT
  - Chunking strategy (multiple short learning periods over time)
  - Instructor-led through facilitated learning agendas
  - Fine-tune formal development programs
- Build stronger partnerships with Learning Heroes throughout our organizations to spread, build, carry, and sustain the learning momentum
- Begin reporting attendance to Appointing Authorities

### **Strategy: Transition new hires into valuable team members to increase first-year retention\***

- Provide an expanded onboarding and orientation experience for new hires\*
- Refine the onboarding checklist
- Generate templates/surveys for early and consistent communication at 1, 6, and 12-month checkpoints
- Create an onboarding buddy program and checklist
- Provide departmental statistics on New Employee Orientation (NEO) and encourage attendance
- Assist Appointing Authorities in creating realistic job previews for potential candidates
- Work with Appointing Authorities to recommend rewards for completing required basic training for all employees and leverage ULearnIT

### **Strategy: Design a cultural platform that includes required basic training for all and leverages ULearnIT\***

- Update Diversity and Inclusion Learning Opportunities

### **Strategy: Reinvigorate and modify Supervisor Boot Camp to meet the needs of Appointing Authorities\***

- Redesign supervisory leadership development program using didactic, active, and collaborative learning techniques
- Rollout redesigned leadership development program for newly promoted or hired supervisors and managers
- Utilize pilot initiatives to gain buy-in and productive feedback

*\*Indicates HR Director's performance objectives*



## **GOAL:** **Cultivate a Diverse, Talented and Resilient Workforce**

**Strategy:** Provide competency-based training that meets the needs of the organization\*

- Further promote the use of the Korn Ferry Leadership Architect Global Competency Framework
- Build core and role-specific competencies across roles in Human Resources as new needs emerge and old needs lose relevance
- Create learning opportunities for all 38 Korn Ferry Competencies

**Strategy:** Assist Appointing Authorities with the development of recognition programs that are consistent, fair and impartial\*

**Strategy:** Continue to expand our service award program to ensure our employees and volunteers are appreciated and recognized for their service\*

- Explore additional programs for work/project recognitions
- Enhance the Employee Suggestion Awards Program process
- Provide more volunteer engagement opportunities

**Strategy:** Reinstitute a cyclic review schedule to ensure that Unified Personnel System positions are correctly classified\*

**Strategy:** Develop a plan for an ongoing market analysis of County positions\*

**Strategy:** Develop and refine employee benefits and retirement plans each year\*

- Evaluate and improve medical plan designs to differentiate Open Access Plus from Health Savings Account (HSA)\*
- Engage with Benefits Advisory Committee sub-committees to include something for all generations of employees\*
- Utilize Willis Towers Watson (WTW) to consider industry best practices and remain compliant
- Improve and enhance dental plan designs
- Investigate additional voluntary benefits\*
- Streamline deferred compensation, ensuring value for our employees\*

**Strategy:** Develop and refine employee benefits and retirement plans each year\*

- Expand and leverage vendor and community partner relationships
- Update and enhance Wellness Center and satellite fitness centers
- Provide and encourage a robust slate of wellness offerings that support physical, emotional, social and financial well-being\*
- Report attendance and feedback
- Evaluate biometric screening and tobacco policy\*
  - If applicable, improve biometric screening and tobacco designation process to avoid multiple Human Resources and Payroll touch points/re-work\*

*\*Indicates HR Director's performance objectives*





## **GOAL:** **Attract a Diverse and Talented Candidate Pool**

### **Strategy: Improve eligible candidate flow using creative paths for candidates\***

- Coordinate career fairs sponsored by Pinellas County/Human Resources\*
- Determine career events/networks with the best return on investment by measuring the number of hires, word-of-mouth referrals, and attendees
- Conduct semiannual internal HR fairs\*
- Build community and non-profit relationships\*
- Develop and encourage more internships provided with career pathing\*
  - Create internship program templates specific to departments
  - Develop tracking of interns who become employees
  - Provide additional departmental education campaign around internships
- Funnel interested internal candidates to departments to build relationships
- Improve the Career Center website by decreasing the number of required fields in the applications and creating easier-to-read postings that highlight our benefits
- Enhance mobile-friendly job applications
- Develop and enhance employee referrals and sign-on incentives
- Assist in behavioral interviewing tools
- Contract and utilize additional direct and temporary hire agencies for immediate and hard-to-fill needs

### **Strategy: Expand volunteer recruitment efforts\***

- Develop more opportunities for youth volunteerism
- Partner with volunteer-centric nonprofit organizations\*

### **Strategy: Continue to expand our service award program to ensure our employees and volunteers are appreciated and recognized for their service\***

- Explore additional programs for work/project recognitions
- Enhance the Employee Suggestion Awards Program process
- Provide more volunteer engagement opportunities

### **Strategy: Showcase Benefits Valuation Survey communications highlighting Pinellas County Unified Personnel System benefits are #1\***

- Utilize benefits value in advertising
- Conduct a survey every 2-3 years and develop a communication plan
- Encourage managers to review during interviews

### **Strategy: Measure and improve time to fill for open positions\***

### **Strategy: Evaluate the effectiveness of recruitment events\***

- Follow up with department career fair hires and provide statistics

### **Strategy: Leverage Workforce Connections Committee for creative process improvements and candidate development\***

*\*Indicates HR Director's performance objectives*





## GOAL: Relationship Building

### **Strategy: Strengthen Human Resources and Appointing Authorities relations\***

- Continue field visits from Human Resources Director and Assistant Director, Wellness and Benefits teams, and Human Resources Business Partners
- Continue bi-weekly Cross Functional Team meetings
- Continue to provide support for all COVID-19 issues, including reviewing and communicating COVID-19 guidelines and changes\*
- Continue Benefits Advisory Committee
- Assist with policy development\*
  - Hybrid work\*
  - Removal of UPB oversight language for exempt employees\*
  - Other supervisory needs, including training and recruitment\*
- Assist with analysis and action planning to resolve Appointing Authorities' Employee Voice items\*
- Garner leadership support for certain HR initiatives\*

### **Strategy: Strengthen HR and Employees' Advisory Council (EAC) relations\***

- Support all EAC initiatives and engage in meetings, staying late for individual questions
- Enhance the delegate application process
- Coordinate on adjustments to Rule 3 - General Increase
- Assist with other automation improvements
- Coordinate on adjustments to Rules 6 and 7 – Discipline & Grievance\*
- Continue regular Employee Advocate learning opportunities with Public Defender's Office

### **Strategy: Strengthen Human Resources teamwork and relations\***

- Continue all staff meetings every other month
  - All Centers of Excellence rotate presentations on initiatives
- Design and implement additional activities that foster social interaction and team building to create positive and collaborative work environments
  - Continue Friday Huddles – opportunity to share information, give and receive kudos, and finish the week with a fun activity
  - Cross-functional meetings for Strategic Planning, Employee Voice, and other initiatives (action planning meetings for 5 groups - Team Building, Inclusion, Recognition, Flexibility, Opportunity for Growth)
- Develop a process for cross Centers of Excellence communication and training
- Develop an internal interactive SharePoint site for team members
- Weekly emails and project management awareness
- Develop an internal survey to keep pulse on HRD employee satisfaction
- Develop team-building activities via the Teambuilding and Recognition groups
- Conduct monthly celebrations at the end of the month
- Organize charity events, fundraisers, end-of-year functions, etc.
- Strengthen HR and volunteer/intern relations via stay and exit surveys
- Strengthen HR and volunteer/intern site coordinator relationships
  - Develop conflict resolution workshops specifically designed for our volunteer site coordinators to better manage volunteer relationships

*\*Indicates HR Director's performance objectives*



## **GOAL:** **Evolve and Leverage Technology**

**Strategy:** Leverage Oracle upgrade to include full integration with Taleo and updates to core HR processes\*

- Partner with BTS and Payroll
- Attend all EBS (OPUS) related meetings
- Develop business processes upgrades
- Involve as many as possible in testing
- Attend the Oracle conference
- Implement EQuest (system to automate advertising on various sites) with Taleo

**Strategy:** Utilize technology to create robust metrics available by Appointing Authorities, including, but not limited to, turnover and time to fill reporting\*

- Develop HR dashboard
- Utilize Splash BI (an intuitive reporting system integrated with EBS)

**Strategy:** Develop better tracking for customer service metrics\*

- Work with BTS to create a call intake process and reporting
- Begin analysis on improving a call system that provides a real-time review

**Strategy:** Implement new and innovative software that allows for seamless wellness and fitness class registration, participation, completion and administration reporting\*

**Strategy:** Enhance learning materials to empower managers\*

- Develop technology training manuals that are accessible and include screenshots

**Strategy:** Work with Appointing Authorities to develop better automated exit interviews\*

- Integration provides the capability to capture personal emails to send exit interview survey links directly
- Enable managers an opportunity to provide a link to exiting employee

**Strategy:** Grow our volunteer workforce through the expansion of our volunteer software and using our milestone award program

- Implement a user-friendly volunteer software that enhances the volunteer experience\*

**Strategy:** Offer learning opportunities to HR staff on the new technology

- Microsoft licensing and Bookings
- Job aids to create or run BI reports

*\*Indicates HR Director's performance objectives*



## **GOAL:** **Serve and Support Customers**

**Strategy: Achieve or exceed our HR Customer Satisfaction Survey score goals\***

- Monitor feedback via customer satisfaction survey instruments monthly\*
- Expand customer satisfaction survey outreach to increase participation
- Report results to stakeholders and make adjustments as needed
- Continue to update the information resource guide used by those who answer the phones

**Strategy: Continue to ensure that all HR initiatives are well-coordinated and communicated accurately, timely and effectively**

- Use cascading messages to inform Appointing Authorities, supervisors and employees\*
- Utilize appropriate change management practices
- Offer a variety of communication channels to reach diverse audiences
- Continue to keep the HR website up-to-date and ADA compliant
- Create employee-focused digital, print, and social media content

**Strategy: Develop additional meaningful HR service metrics\***

- Semiannual Employee Relations Survey
- Conduct Benefits Satisfaction Survey more frequently
- Elicit feedback from customers

**Strategy: Leverage Cigna onsite representatives to enhance customer experience\***

- Track Cigna calls
- Initiate visits to departments

**Strategy: Offer improved interviewing system service to schedule interviews for departments\***

**Strategy: Continue to provide superior support to County-related initiatives via the Cross Functional Team\***

- Meet bi-monthly to engage and inform

**Strategy: Provide consistent and transparent financial processing and contract adherence\***

- Follow timelines for current and new contract submissions, negotiations and implementations
- Adhere to policy, contract and departmental deadlines for invoice documentation, requirements, and submissions

*\*Indicates HR Director's performance objectives*

# Pinellas County Human Resources 2022 – 2024 Strategic Plan Overview

## HR C.A.R.E.S.

**Vision:** To achieve an organizational community where all people thrive, partnerships flourish and performance excels.

**Mission:** As a trusted solutions partner, enhance and support the unique missions of our customers by providing expertise and outstanding customer service, promoting health and well-being, and cultivating a diverse, inclusive and engaged workforce.

## Appendix: Strategic Plan Overview

 <b>Cultivate a Diverse, Talented and Resilient Workforce</b>	 <b>Attract a Diverse and Talented Candidate Pool</b>	 <b>Relationship Building</b>	 <b>Evolve and Leverage Technology</b>	 <b>Serve and Support Customers</b>
<ul style="list-style-type: none"> <li>Assist Appointing Authorities in developing their performance management systems</li> <li>Drive a "learning culture" that supports employees' development and supervisory success</li> <li>Transition new hires into valuable members to increase first-year retention</li> <li>Design a platform that includes learning opportunities and leverages ULearnIT</li> <li>Reinvigorate and modify Supervisor Boot Camp</li> <li>Assist Appointing Authorities with recognition programs</li> <li>Reinstitute cyclic reviews and develop a plan for ongoing market analysis</li> <li>Develop a philosophy to link pay to performance</li> <li>Expand our service award program</li> <li>Develop and refine employee benefits</li> <li>Develop data-driven wellness education and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Improve eligible candidate flow using creative paths for candidates</li> <li>Expand volunteer recruitment efforts</li> <li>Showcase Benefits Valuation Survey communications highlighting that Pinellas County Unified Personnel System benefits are #1</li> <li>Improve days to complete recruitment (time to fill) for open positions</li> <li>Evaluate the effectiveness of recruitment events</li> <li>Leverage the Workforce Connections Committee for creative process improvements and candidate development</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen Human Resources (HR) and Appointing Authorities' relations via Benefits and HR Business Partner field visits, Cross Functional Team, Benefits Advisory Committee, Workforce Connections Committee, policy development, and Employee Voice Action Planning</li> <li>Strengthen HR and Employees' Advisory Council (EAC) relations via partnerships with rule adjustments, advocacy learning, enhancing administrative processes, and HR staff presence at all meetings</li> <li>Support HR teamwork and relations via implementation of Employee Voice Planning group action items, teambuilding and community events</li> </ul>	<ul style="list-style-type: none"> <li>Leverage Oracle upgrade to include full integration with Taleo and updates to core HR processes</li> <li>Utilize technology to create robust metrics</li> <li>Develop better tracking for customer service metrics</li> <li>Implement new and innovative software for wellness program</li> <li>Enhance learning materials to empower managers</li> <li>Work with Appointing Authorities to develop better automated exit interviews</li> <li>Grow our volunteer workforce</li> <li>Offer learning opportunities to all HR staff on the new technology</li> </ul>	<ul style="list-style-type: none"> <li>Achieve or exceed our HR Customer Satisfaction Survey score goals</li> <li>Continue to ensure that all HR initiatives are well-coordinated and communicated accurately, timely and effectively</li> <li>Develop additional meaningful HR service metrics</li> <li>Leverage Cigna onsite vendors to enhance customer experience</li> <li>Offer improved interviewing system service to schedule interviews for departments</li> <li>Continue to provide superior support on all County related initiatives via the Cross Functional Team</li> <li>Provide consistent and transparent financial processing and contract adherence</li> </ul>

**Guiding Principles:** Customer Focused • Respectful • Credible • Innovative • Inclusive • Positive

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