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.
**Background**

Over the past few years Human Resources transitioned from a department of 17 employees and three divisions – Risk Management, Learning & Organizational Development, and Employee and Labor Relations – to one consolidated Department with 8 employees. Risk Management was split off and now reports to Budget & Administrative Services. The remaining staff members were organized into a single Human Resources Department. This newly combined Department is able to better serve its customers and ensure staff resources are aligned to help meet its goals and objectives.

Human Resources staff reductions and resulting loss of institutional know-how requires new skills and necessitates leveraging internal talent. Staff members are being trained and developed into units of partnership that will support BCC departments and employees in a life-cycle manner. Moving away from “specialty” roles, the “HR Generalists” will have a higher and more in-depth strategic involvement with their partners—the represented departments, employees, unions and other stakeholders.

**HR Transformation**

Change brings about challenges to old methods as well as opportunities for new collaboration and fresh insights. As the Human Resources Department moves forward, it will do so with a new look, but with the same focus on good business outcomes. Human Resources is excited about this opportunity to enhance customer service through one-stop service, utilize a team approach to tasks, build business partner relationships with departments, and to better utilize HR resources and technology.
Welcome to our first Annual Report; a snapshot of Human Resources’ activities from Fiscal Year 2010. Each area of Human Resources is represented on the following pages: BCC Workforce, Human Resources Programs, HR Administration, and Accomplishments.

The true focus of Human Resources Management is recruiting 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.

Eight employees (6FT, 2 PT) provide HR services to the County's workforce.

“A Culture of Accountability”  
We Invite You to Explore the Benefits of Working on Our Team...
# Table of Contents

BCC Workforce .......................................................................................................................... 4  
Human Resources Programs ........................................................................................................ 6  
  Service Awards ......................................................................................................................... 6  
  Internship Program .................................................................................................................. 7  
  Employee Attitude Survey ....................................................................................................... 7  
  Performance Management ....................................................................................................... 7  
  Countywide Training & Development .................................................................................... 9  
Human Resources Administration .............................................................................................. 10  
  Support Services .................................................................................................................... 10  
  Classification/Compensation ................................................................................................. 10  
  Recruiting ............................................................................................................................... 10  
  Labor/Employee Relations ..................................................................................................... 11  
Human Resources Major Accomplishments ............................................................................. 12  
What’s Next? ............................................................................................................................... 13  
Closing ........................................................................................................................................ 13
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 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 County’s Affirmative Action Plan was filed July 29, 2010. The Affirmative Action Plan ensures all individuals have an equal opportunity for employment, without regard to race, color, religion, sex, national origin, disability or status as a Vietnam era or special disabled veteran.

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, 2011.

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).

<table>
<thead>
<tr>
<th>Protected Class</th>
<th># as reported of total workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian/Pacific Islander/Native HI</td>
<td>12</td>
</tr>
<tr>
<td>Black/African American</td>
<td>28</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>33</td>
</tr>
<tr>
<td>American Indian/AK Native</td>
<td>4</td>
</tr>
<tr>
<td>Females</td>
<td>298</td>
</tr>
</tbody>
</table>

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.

202 employees received recognition in FY 2010
Internship Program
In FY 2010/2011, 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.

Employee Attitude Survey
Because the success of Charlotte County depends on every one of our employees, we asked for their input in helping the organization improve. In October 2010, Charlotte County Government participated in a National Attitude Survey where employee opinions were solicited around 4 categories: Teamwork, Communication, Organization, and Personal. The survey consisted of 25 statements asking employees to evaluate the organization’s capabilities and rank how critical the statement was for success.

From the responses, we were able to identify our strengths and weaknesses and compare ourselves with other participating organizations. Overall, 563 employees provided their opinion both in ranking and open ended feedback. Our greatest strength is an extremely dedicated workforce. Employees “know what is expected of them”, have an “understanding of our business goals” and as an organization “we consistently try to improve our customer service for our external clients”. While most employees felt there was “a high level of teamwork” within their department, they didn’t feel that existed across departments or for the organization as a whole. The County is a large diverse organization and communication is a challenging task. Our employees tell us we need to improve our communication efforts across the organization, between departments and also within departments when changes occur. Additionally, there is still room for greater efficiency as employees tell us we can improve in terms of having “consistent, usable work practices”.

While the primary impact of this data is on the BCC Focus area of Efficient and Effective Government, it is easy to see how improving our processes, interdepartmental communication and teamwork would positively impact all areas. Administration is currently engaging the workforce in a process to identify ways to improve our scores County-wide and each department is going through a follow-up process to work on issues that were specific to their department. It is our intent to survey employees again in 2012 to gauge the success of these efforts.

Performance Management
With the reduction of Human Resources staff and a strong desire to become more efficient and align ourselves with best practice methodologies, we must rely more heavily on automation. Halogen eAppraisal was introduced in 2010 and is a best practice approach that ties and cascades strategic goals all the way down to personal work goals. This online system also has the capability of monitoring and analyzing the performance of the organization through various dashboards, which are tools that organize and present information in an easy to read format (reports). These reports can be customized by department, division, or by supervisor, i.e. evaluations conducted by a specific supervisor or manager may be reviewed as a group. This information provides valuable insight regarding the performance of various work units throughout the organization, as well as overall "big picture" performance data. We can see at a glance where the gaps are, as well as where our strengths lie. The data can be directly tied to development and training needs and used for strategic planning purposes. These reporting features are available to managers and department heads, not just Human Resources staff, and can be used as management tools throughout the year. Lastly, the online program reduces the use of paper and many other overhead costs associated with the employee performance management process.
Overall Performance Score Distribution

Top 3 Leadership Competencies FY Comparison

Communication & Interpersonal Skills
Building Team Environment
Dependability

Top 3 Employee Competencies FY Comparison

Teamwork
Productivity
Quality of Work
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 our Values and overall Mission. Training and Development programs in the areas of Management Orientation, Employee Ambassador Academy, Team building, 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 VoTec and Florida Gulf Coast University subject matter experts. We also provide customized solutions for County departments by delivering in-house facilitation and work-climate diagnosis.

FY 2010 Highlights:

- 261 hours of training with 1,018 participations in 70 training sessions
- Designed and developed Employee Ambassador Program
- Designed, developed and conducted Workplace Bullying/Bullying in the Workplace, Investigations, Discipline & Grievances, & Management Orientation classes
- Conducted annual Countywide needs assessment/developed corresponding curriculum
Human Resources Administration

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

- 1,410 Employee Status Change Forms (ESC)
- Multiple tuition reimbursement requests for 26 employees in the amount of $30,394

Classification/Compensation
- Processed 12 classification actions
- Performed 2 major compensation studies
- 3 re-org’s: Facilities, Utilities (Water Distribution Operator per DEP requirements) and Engineering/Community Development
- 6 Title Changes
- 2 Pay Grade Reallocations
- Department/position restructuring: 11
- Performed 11 job audits

Recruiting
- Coordinated 4 executive level recruitments in support of customer departments:
  - Tourism, MPO, Economic Development, and Community Development
- Received and processed 5,722 applications
- Advertised 142 (part-time, seasonal, full-time, contract) vacancies
- Experienced 106 Unemployment Claims
  - 54 claims unprotested
  - 52 protested
  - 4 hearings, 3 wins/1 loss

FY Comparison Total Applications Received by Gender

![Chart showing total applications received by gender for FY2008, FY2009, and FY2010. The chart includes data for Unknown, Female, Male, and Total Applications.]
**FY Comparison Ethnicity of Applicants** (as voluntarily reported)

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>FY2010</th>
<th>FY2009</th>
<th>FY2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian/Pacific Islander</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Black</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Native American</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>3000</td>
<td>2000</td>
<td>1000</td>
</tr>
<tr>
<td>Other</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

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

**Labor/Employee Relations**
- Entered formal negotiations with IAFF & IUPAT
- Conducted 15 (IUPAT) & 14 (IAFF) contract bargaining sessions
- Managed multiple employee grievances
- Received and responded to 2 EEO Complaints
- Received notification that EEOC ruled in County’s favor regarding a 2010 charge of racial, age, and ethnic discrimination
- Processed 229 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.

**HR Policies & Procedures Update** – an integral part of HR’s Strategic Plan consists of supporting a comprehensive countywide system for the consistent and effective delivery of human resources services; P&P’s were updated to ensure the Rules are relevant to the County’s changing business needs.

**Supervisory Spotlight Newsletter** – Bi-monthly communication outreach with relevant tips and trends sent to managers and supervisors of the organization to enhance knowledge and provide coaching through reading. In addition the Managers Toolbox was designed and introduced and is an electronic real time resource hosted on Charlotte’s Web. It provides just in time tools including forms, flowcharts, templates, and guides to assist in the everyday responsibilities of being in a management role.

**Workforce Options** - Flexible workforce options are a strategic investment approach to developing and sustaining a high performing organization. It is competitive and in line with best practices, both in private and public sectors. The ultimate goal is to sustain a high performing culture for the benefit of the County and its citizens. Contrary to popular belief, flexible options are not about working less, but are all about working differently - the when, the where, and how the work gets accomplished.

Two new programs were designed and introduced to the organization and include:

1. **A Reduced full-time option/phased retirement** was introduced this year with the goal to retain critical organizational knowledge beyond retirement by offering flexible schedules with reduced benefits. This option includes working less than full-time with a corresponding reduction in pay and benefits.
2. A recruitment/retention strategy related to our part-time workforces was the design of a new option allowing part-time employee access to the Employee Health Center and its services for a reasonable monthly payroll deduction.
What’s Next?
Human Resources consists of a lean team that desires to work smarter. It is this desire that drives our goal to leverage technology by facilitating the development and implementation of systems that improve customer service, streamline workflow, reduce redundancy, expedite time sensitive processes and enhance system data integrity.

Initiatives include:

- Design and development of web-based new hire process with automated queuing.
- Electronic media transfer of employee personnel files.
- Advanced Self-Service functionality.
- Implementation of NeoGov; web-based best practice recruiting suite.
- Design and development of web-based onboarding tools.

As Human Resources plans for the future workforce we continue to pay close attention to decreasing revenues, increased unemployment and a challenging economy. These factors will play an important role in how we position the workforce for the future.

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 this new environment.

Initiatives include:

- Creation of experiential development plans and job shadow opportunities.
- Enhance employee and leadership competency models used for recruitment/selection, development and performance management.
- Comprehensive competency based job description re-design.

Closing
This report was designed to capture both a current snapshot and a historical overview of Charlotte County’s workforce. The information provided is demonstrative of the copious 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.

We welcome the opportunity for feedback on this report and your input as to what other data may be of interest to you. Please contact Pam Stein; 743-1521, Rita Booth; 743-1257, or Debbie Arnold; 623-1019 to provide your comments.