

Risk Management Department Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The Mission of the Risk Management Department is to provide loss control and insurance program management services to County Departments and employees so they can benefit from a safe work environment in a cost efficient manner.

ISSUE STATEMENTS

Issue 1 - Growth

The continuing trend of growth in the County which leads to more employees and a greater amount of vehicle traffic will, if not addressed result in:

- Greater potential frequency of industrial injuries
- Greater potential for liability losses
- Potential for reduced productivity from employee injuries
- Greater potential for physical damage losses involving autos and mobile equipment
- Possible greater insurance expense

Issue 2 - Culture/Training

The continuing trend of safety indifference coupled with a lack of safety training will, if not addressed, result in:

- Potential increase in the accident rate
- Potential for regulatory fines from Arizona Department of Occupational Safety and Health (ADOSH)
- Potential increase in direct and indirect losses
- Potential decrease in employee morale and productivity

Issue 3 - Proactive Identification

The continuing lack of a proactive hazard identification process will, if not addressed, result in:

- Unnecessary loss exposures
- Probability of an increase in the number of preventable accidents

STRATEGIC GOALS

Strategic Goal 1 – Decrease Property and Liability Loss Frequency (Issues 1, 2, 3)

Pinal County departments will benefit from a reduction in the frequency and severity of liability, automobile, and property losses as evidenced by:

- By 2012 the base experience modification factor*, as calculated by the Arizona Counties Insurance Pool, will have been reduced from 1.17 in 2008 to 1.00 as of December 31, 2012
- * The base experience modification factor is a measurement that compares liability, automobile and property loss experience of Pinal County to such loss experience of other counties with similar loss exposures. A factor of 1.00 indicates expected loss experience based on exposures. A factor greater than 1.00 indicates greater losses than expected.

Strategic Goal 2 - Culture and Attitude (Issues 1, 2, 3)

Pinal County employees will benefit from the ability to do business in a safe environment as evidenced by:

- By 2012, 75% of employees will report they feel safe in their work environment in the County-wide, annual, employee survey administered by the Human Resources Department.
- By 2010, 90% of people who operate a County vehicle will have completed a defensive driving training course.

Strategic Goal 3 – Reduced Workers’ Compensation Expense (Issues 1, 2, 3)

Pinal County Departments will benefit from a reduction in the cost of industrial injuries as evidenced by:

- By 2012 the workers’ compensation experience modification factor, ** as calculated by the Arizona Counties Insurance Pool, will have been reduced from 1.16 in 2008 to 1.0.
- By 2012 the injury and illness incident rate will have been reduced 10 % from 4.3574 per 100 employees to 3.9217 per 100 employees.
- ** The workers’ compensation experience modification factor is a measurement that compares industrial injury loss experience of Pinal County to such loss experience of other public and private entities throughout Arizona with similar loss exposures. A factor of 1.00 indicates expected loss experience based on exposures. A factor greater than 1.00 indicates greater losses than expected.

CROSS CUTTING ISSUES

Issue: #2

Strategic Goals 1, 2 and 3: Culture and Attitude

Cross Cutting with: Pinal County Sheriff Department

Need(s): A greater awareness of safety and positive changes in attitudes about safety will help reduce the number and severity of losses.

Issue: #3

Strategic Goal 3: Proactive Identification

Cross Cutting with: IT Department

Need(s): Annual report of employee-hours worked by department to allow calculation of industrial injury rates.

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 8
- 1.2. Reserved
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
- 1.6. Financial Services Activity, page 12
- 1.7. Department Director Activity, page 13

2. Loss Control Program

- 2.1. Loss Control and Safety Compliance Activity, page 14
- 2.2. Training and Education, page 15

PROGRAMS

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85 percent of training dollars spent that directly align to Pinal County or Risk Management Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Risk Management Department.

Loss Control Program

Purpose Statement The purpose of the loss control program is to provide safety training, hazard identification, loss reporting and analysis, and consultation services to Pinal County Departments and employees so they can control the cost of risk and work in a safe environment.

- Key Results**
- 10% increase in the number of safety training courses successfully completed by individual employees during the FYE June 30 2010
(CPR, First Aid, Fire Extinguisher, Respirator, Hazard Communications, Defensive Driving, Blood Borne Pathogen, Airborne Pathogens, Forklift Operator, Office Safety, and Workplace Violence)
 - Maintain employee accident rate below 4% of all employees for calendar year 2010.
 - 5% reduction of the current year auto accident rate as compared to the average auto accident rate of the preceding three years. The auto accident rate equals [(number of auto accidents x 100) / average number of employees].

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

Activity Services	<ul style="list-style-type: none"> • Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses 	<ul style="list-style-type: none"> • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • “Silent Whistle” Investigations
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Family of Measures	<p><u>Results</u></p> <p>1. 98% of all employee appraisals will be submitted to Human Resources by the end of the January due date (# of employee appraisals submitted by due date/total # of appraisals)</p> <hr/> <p><u>Outputs</u></p> <p>1. 1 employee appraisal submitted on/by the due date</p> <hr/> <p><u>Demands</u></p> <p>1. 1 employee appraisal anticipated to be submitted on/by the due date</p> <hr/> <p><u>Efficiencies</u></p> <p>N/A</p>
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Activity Manager(s)	<ul style="list-style-type: none"> • Jack Flindt
Activity Budget	\$x,xxx,xxx

Section 1.2: Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the county and/or department strategic goals.

Activity Services	<ul style="list-style-type: none">• Training Sessions• Safety Training Sessions• Employee Handbooks	<ul style="list-style-type: none">• Training Assessments• Training Records• Training Schedules/Arrangements
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Family of Measures

Results

1. 85 percent of training dollars spent that directly align to county or department strategic goals.
(Number of training dollars spent that directly align to county or department strategic goals / total number of training dollars spent)

Outputs

1. \$5,000 spent that directly align to county or department strategic goals

Demands

1. \$5,000 spent that directly align to county or department strategic goals is anticipated to be spent.

Efficiencies

1. Training activity expense that directly aligns to county or department strategic goals per training session provided

Activity Manager(s)	<ul style="list-style-type: none">• Jack Flindt
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Activity Budget	\$x,xxx,xxx
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1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

Family of Measures

Results

1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives
(Number of record series managed in compliance with legal and policy requirements / total number of record series managed)

Outputs

1. 14 record series in compliance with legal and policy requirements

Demands

1. 14 record series anticipated to be in compliance with legal and policy requirements

Efficiencies

1. Records Management Activity expense per record series in compliance with legal and policy requirements

Activity Manager(s) • **Jack Flindt**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement

The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement

The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

Outputs

1. One department vehicle, exempt from the requirement that it be operated more than 10,000 miles per year, expected to be operated less than 10,000 miles per year

Demands

1. One department vehicle anticipated to be operated

Efficiencies

1. Vehicle Management Activity expense per vehicle operated

Activity Manager(s)

- **Jack Flindt**

Activity Budget

\$x,xxx,xxx

1. Administrative Program

Purpose Statement

The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement

The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure appropriate allocation, acquisition, utilization and control of County resources and stay within their budgets at the activity level.

Activity Services

- Grant Reports
- Grant Applications
- Grant Programmatic Progress Reports
- Payment Authorizations
- Employee Reimbursement Authorizations
- Year-end Accounting Records
- Cash Receipts
- Budget Proposal
- Spending Requests
- Appropriation Adjustments
- Expenditure Projections
- Performance Reports

Family of Measures

Results

1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.
 (# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs

1. 59 payment authorizations received within three business days of receipt of items or services

Demands

1. 59 payment authorizations anticipated to be entered into the system

Efficiencies

1. Financial Services Activity expense per payment authorization entered within three business days of receipt of items or services

Activity Manager(s)

- **Jack Flindt**

Activity Budget

\$X,XXX,XXX

1. Administrative Program

Purpose Statement

The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement

The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services

- Reports
- Direction
- Employee Supervision Meeting
- Inquiry Responses
- Strategic Business Plans
- Issue Resolutions
- Special Projects
- Budgets
- Department Structures
- Policies/Procedures
- Employee Evaluations
- Program Evaluations
- Recommendations
- Leadership

Family of Measures

Results

1. 100% of applicable key results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Risk Management Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 400 customers responding to the department survey

Demands

1. 400 customers expected to respond to the survey

Efficiencies

1. Department expense per customer served

Activity Manager(s)

- Jack Flindt

Activity Budget

\$X,XXX,XXX

2. Loss Control Program

Purpose Statement

The purpose of the loss control program is to provide safety training, hazard identification, loss reporting and analysis, and consultation services to Pinal County Departments and employees so they can control the cost of risk and work in a safe environment.

Section 2.1: Training and Education Activity

Activity Purpose Statement

The purpose of the Training and Education Activity is to provide safety instruction, guidance and monitoring services to Pinal County departments and employees so they can learn and promote safe work practices.

Activity Services

- CPR/AED Training
- First Aid Training
- MSDS Training (Material Safety Data Sheets)
- Fire Extinguisher Training
- Office Safety Training
- Forklift Operator Training
- Workplace Violence Training
- Defensive Driver Training
- Annual Health and Safety Fair
- Annual Safety Rodeo
- Safety Policies
- Blood Borne Pathogen Training
- Respirator Training
- Airborne Pathogens Training

Family of Measures

Results

1. 10% increase in the number of safety training courses successfully completed by individual employees during the FYE June 30 2010
 [(Current year number of safety training courses successfully completed / Fiscal year 2009/10 number of safety training courses successfully completed) -1]

(CPR, First Aid, Fire Extinguisher, Respirator, Hazard Communications, Defensive Driving, Blood Borne Pathogen, Airborne Pathogens, Forklift Operator, Office Safety, Workplace Violence)

Outputs

1. 50 MSDS safety training sessions provided
2. 50 blood-borne pathogens training sessions provided
3. 12 defensive driving training sessions provided

Demands

1. 50 MSDS training sessions expected to be needed
2. 50 blood-borne pathogens training sessions expected to be provided
3. 12 defensive driving training sessions expected to be provided

Efficiencies

\$ Activity expenditure per safety training session provided

Activity Manager(s)

- Jack Flindt

Activity Budget

\$x,xxx,xxx

2. Loss Control Program

Purpose Statement

The purpose of the loss control program is to provide safety training, hazard identification, loss reporting and analysis, and consultation services to Pinal County Departments and employees so they can control the cost of risk and work in a safe environment.

Section 2.2: Loss Control and Safety Compliance Activity

Activity Purpose Statement

The purpose of the Loss Control and Safety Compliance Activity is to provide inspection, investigation, consultation, and reporting services to Pinal County and its employees so they can work in a safe environment.

Activity Services

- Safety Inspections
- Motor Vehicle Records Reports (MVR)
- OSHA 300/301 reports (Report of Industrial Accidents)
- Random Drug Tests
- Work Fitness Evaluations
- Insurance Policies
- Serious Accident Investigation Findings
- Loss reimbursements
- Certificates of Insurance
- Hazard Identification
- Accident Investigation Findings
- Insurance Consultations
- Uninsured Claims Settlements
- Return to Work / Light Duty Findings
- 101 reports to Industrial Commission
- Ad Hoc Loss Reports
- Safety Consultations
- Survey of Occupational Injuries reports to Department of Labor
- Annual Departmental Loss and Occupational Accident Rate Reports

Family of Measures

Results

1. Maintain employee accident rate below 4% of all employees for calendar year 2010. (Employee accident rate = number of injuries and illnesses x 200,000 / employee hours worked)
2. 5% reduction of the current year auto accident rate as compared to the average auto accident rate of the preceding three years. The auto accident rate equals [(number of auto accidents x 100) / average number of employees]. [(2010 auto accident rate / average auto accident rate for three years preceding 2010) - 1]

Outputs

1. 25 safety inspections completed

Demands

1. 25 safety inspections anticipated to be needed

Efficiencies

1. \$ activity cost per safety inspection

Activity Manager(s)

- **Jack Flindt**

Activity Budget

\$x,xxx,xxx