



P I N A L • C O U N T Y

Wide open opportunity

HUMAN RESOURCES DEPARTMENT

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www.pinalcountyaz.gov/Departments/HumanResources

Human Resources Department Strategic Business Plan

COUNTY 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 Human Resources Department is to provide recruitment, consultation, compensation and benefits and training services for all departments so employees and applicants for employment have an equal opportunity to work and prosper in a well-qualified, safe and professional workplace.

SUMMARY OF MAJOR SERVICES PROVIDED

- Employee Relations consultation
- Exit Interviews
- Policy development, revision, interpretation
- Administrative Investigations
- Mediation services
- Recruitment Support
- Employment Advertising
- New Employee Orientation
- Job Description preparation
- Salary Plan Administration
- Benefits Administration
- Tuition Reimbursement Administration
- Records Maintenance and Retention

ISSUE STATEMENTS

Issue 1: Resources vs. Needed Services

The growing gap between Human Resource Department resources available and the number of Pinal County managers and employees needing Human Resource services, if not addressed, may result in:

- Inadequately prepared departments assuming the burden of Human Resources functions;
- Human Resources customers receiving inadequate services;
- Increasing employee and employee applicant perception that department hiring and promotional practices are not in full compliance with the Merit Rules;
- Increased liability and potential for financial loss through litigation; and
- Decreased employee morale and productivity.

Issue 2: Geographic Location

Pinal County Government Offices are located 30-45 miles from major employment markets. Increasing commuting expenses and travel time make it difficult to attract highly qualified employees. If these issues are not addressed, these factors may result in:

- The loss of talented Pinal County employees;
- Increase in the length of time positions remain vacant; and
- Increase in the difficulty of finding qualified candidates to fill open positions

Issue 3 – Lack of Merit based Pay Plan

The continuing lack of a Merit pay plan may, if not addressed, result in:

- Decreased employee motivation to excel beyond job requirements;
- Continued reliance on inadequate job descriptions and employee performance appraisals;
- Continued lack of individual employee recognition for job excellence; and
- Increased loss of County's most talented employees

Issue 4 – Employee Training

Training first line supervisors and Department Directors in Pinal County Personnel Policies and Merit System Rules is critical in ensuring disciplinary actions are properly prepared and implemented and that federal and state laws pertaining to employment are followed. Failure to do so may result in:

- Increased merit appeal hearings;
- Failure to follow the tenets of progressive discipline;
- Increased employment based civil lawsuits

Issue 5 – Financial Management System

Pinal County's current Financial Management System does not provide employees' access to personal data and the County's employee appraisal system is slow which, if not replaced, may result in:

- Time consuming inputting of performance appraisals;
- Lack of updated personal information

STRATEGIC GOALS

Strategic Goal 1 – Improved Access to Services (Issue 1)

By 2013, Pinal County departments, managers and employees will benefit by having improved access to HR services and resources in a timely manner as evidenced by:

- A 20% reduction in the average time to fill an approved requisition from 66 days to 53 days
- 90% of county employees who stated they are satisfied with the services offered by the HR department

Strategic Goal 2 – Competitive Compensation/Benefits (Issues 2, 3)

By 2015, Pinal County employees will benefit from a competitive Compensation and Benefits plan as evidenced by:

- A salary plan for all classifications that leads the prevailing market (Apache Junction, Casa Grande, Chandler, Gilbert, Mesa, Phoenix, Tempe, Tucson, Maricopa and Pima County) by 5%

Strategic Goal 3 – Financial Management System (Issue 5)

By 2014 Pinal County will benefit from Financial Management system which incorporates Human Resource Department management tools as evidenced by:

- 100% of County employees will be able to access and update personal data (i.e., addresses, telephone numbers, benefit elections)
- 100% of employee appraisals will be completed electronically through a "workflow process"
- 30% increase in accessibility to the HR Financial system component (currently, the HR component is unavailable 3 out of every 10 days)

Strategic Goal 4 – Training on Merit Rules and Personnel Policies (Issue 4)

All Department Director, Elected Officials and their designated staff will be trained on newly implanted policies and rules within six weeks of approval by internal or external resources.

ANNUAL PERFORMANCE MEASURES

Employment and Employee Relations Activity

1. Pinal County turnover will be tracked quarterly r ranking/ number of reported turnover rates in the Arizona local government salary and benefits survey) turnover rates quarterly
2. Employment and Employee Relations will track and report quarterly trends in employee relations consultations by type to assist departments in proactively improve employee relations issues.
3. Recruitment services will maintain an average time to fill not to exceed 60 days (dependant on response time by Department).
4. 85% of New Hire Orientation participants will state they were well informed of basic County policies & procedures, employee benefits and risk management services through the New Hire Orientation offered through HR department.

Total Compensation Activity

1. 80% of all Family and Medical Leave requests will be reviewed and a final determination rendered as promptly as possible after a review of medical necessity and the reason for the need for leave. (Family and Medical requests determinations/Total Family and Medical requests received.)
2. 75% of departments will have centralized all Health Insurance Portability and Accountability Act (HIPAA)-related and other sensitive personal information in Human Resources.(# of departments that have centralized all HIPAA/sensitive information/total # of departments)
3. 75% of all County classifications (excluding employees of the Courts) will be reviewed and updated to include essential functions, corrected EEO codes, Workers Compensations Codes, and FLSA codes by 2013.

Training & Development Activity

1. The Training and Development division has been eliminated. The Training and Development Manager position was eliminated by lay off effective June 9, 2012

Occupational Safety and Health Activity.

1. 95 % of employees will receive mandated blood borne pathogens training
2. 95 % of employees will receive mandated Hepatitis B vaccinations
3. 95 % of employees will receive mandated tuberculosis tests.
4. 95 % of employees will receive mandated respirator protection training

Expenses

Organization Activity	# of Full Time Employees	# of Part-Time Employees	Cost Center	Total Budget
Administration	1	0	3350160	\$134,890
Employment &	6	0	3350160	\$413,161

Employee Relations				
Compensation & Benefits	5	0	3350160	\$220,069
Occupational Health	1	0	3350160	\$68,454
Total	13	0		\$836,574