

Human Resources

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**BOARD OF COUNTY COMMISSIONERS
OKALOOSA COUNTY, FLORIDA**

SERVICE AREA: GENERAL GOVERNMENT

DEPARTMENT/PROGRAM: HUMAN RESOURCES

PROGRAM DESCRIPTION: In support of County departments, the Human Resources Department provides technical and consultation services in the areas of: legal and regulatory compliance; policy development; recruitment; selection; employment; orientation; separation; employee relations; discipline and grievances; employee recognition; performance management; job classification; compensation; employee communications; training and development; attendance and leave management; Human Resources information systems; and records.

REVENUE: Human Resources is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

EXPENDITURES:

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	448,381	461,432	510,536	504,215
Operating Expenses	58,084	53,192	49,828	55,232
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	506,465	514,624	560,364	559,447

HISTORICAL STAFFING SUMMARY:

Category	FY09	FY10	FY11	FY12
Full-time	8	8	8	8
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	8	8	8	8

MAJOR ACCOMPLISHMENTS LAST YEAR:

- Announced development completion of the *Training Zone* and offered first class in April 2011.
- Developed and/or provided 32 topic-specific training sessions to over 956 employees.
- Began using the Federal E-Verify system and entered all employees.
- Increased participation of the Recognition Program (PRIDE/HERO Awards) by 108%.

- Provided Prohibited Harassment refresher training to all employees.

PROGRAM GOAL: As an internal support service, Human Resources develops and administers programs, policies and procedures that enhance organizational effectiveness; ensures quality recruitment, retention, training, and development of employees; and provides practical and effective solutions to workplace challenges.

KEY OBJECTIVES:

1. Establish staffing strategies and initiatives that meet organizational objectives by attracting and retaining a well-qualified, high-performance, diverse workforce.
2. Provide technical and advisory assistance to managers within the organization regarding staffing, compensation, discipline and employee relations issues.
3. Establish and maintain a systematic, cost-effective program of development for managers, supervisors and employees.
4. Maintain organizational compliance with employment laws and county policies.
5. Administration of Human Resource functions.

PERFORMANCE MEASURES:

Performance Measures		Actual FY09/10	Estimated FY10/11	Adopted FY11/12
Input	Total number of FTE's in Government (FY)	778	755	724
	Total FTE's for Human Resources Department (FY)	8	8	8
	Total employee compensation (salary) (FY)	\$33,947,547	\$29,236,087	\$27,812,731
	Number of requisitions during period (FY)	94	71	71
Output	Number of Disciplinary Action (FY)	55	31	31
	Total number of employee drug tests (CY)	446	429	413
	Number of employees receiving tuition reimbursement (FY)	18	4	4
Efficiency	Total employee turnover rate (CY)	8.3	8.9	8.9
	Compensation (salary) cost per FTE (FY)	\$43,634.38	\$38,723.29	\$38,415.37
	Number of qualified applicants per requisition (FY)	62	17	17
	HR FTE Ratio (FY)	97:1	94:1	91:1
	Average number of days to fill a position (FY)	53	52	50
Effectiveness	Number of employees who left prior to one year of service (FY)	7	10	7
	Percentage of trainees rating the programs as satisfactory or above (FY)	99.9%	99.9%	99.9%
	Number of promotions (FY)	41	16	16

**BOARD OF COUNTY COMMISSIONERS
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SERVICE AREA: GENERAL GOVERNMENT

DEPARTMENT/PROGRAM: PURCHASING DEPARTMENT

PROGRAM DESCRIPTION: The Purchasing Department acquires goods and services in a timely and efficient manner and at the best prices available, ensures inventory control for all County property and manages all County Contracts & Leases.

REVENUE: Purchasing is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

EXPENDITURES:

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	418,688	410,914	406,652	326,133
Operating Expenses	28,041	36,686	22,273	21,980
Capital Outlay	1,967	0	0	0
Other	0	0	0	0
Total	448,696	447,600	428,925	348,113

HISTORICAL STAFFING SUMMARY:

Category	FY09	FY10	FY11	FY12
Full-time	6	6	6	5
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	6	6	6	5

MAJOR ACCOMPLISHMENTS LAST YEAR:

- Participated in 2 “How to do Business with Okaloosa County” Workshops (1 in Fort Walton Beach (UWF) and 1 in Niceville (UNWFL).
- Completed or currently working on projects for Eglin AFB which will result in payments into the General Fund of \$11,000.
- Managed 575 contracts and 184 leases with on-line access to County staff and the public.
- Managed 61 formal bids for goods and services.
- Purchased (through bid process) furniture and fixtures for the new Governmental Annex.

- Inventories 6,492 fixed assets for all departments with a value of \$61,754,276.04.
- Implemented “e-payable” charge card system – replacing check payment with charge card payment. When in place for a full year, this should result in an annual rebate check of \$200,000 - \$250,000.

PROGRAM GOAL: To provide a centralized source of procurement for the departments of Okaloosa County in a cost effective method, to coordinate annual inventory of Fixed Assets as required by State Statutes and to assist all departments with Contracts & Leases.

KEY OBJECTIVES:

1. Ensure all purchasing functions comply with County, State and Federal requirements.
2. Ensure that all activities are handled in an ethically correct manner.
3. Provide support to all County departments, Finance, County Administrative Staff, Commissioners and Taxpayers.
4. Maintain open records for review by the citizens of Okaloosa County.
5. Process all requests for goods and services in a timely manner and ensure best pricing is obtained.
6. Coordinate in an efficient manner all contract and lease negotiations.
7. Schedule and facilitate annual inventory of all County property valued at over \$1,000.
8. Promote professional development of staff through certification in the field of procurement.

PERFORMANCE MEASURES:

Performance Measures		Actual FY09/10	Estimated FY10/11	Adopted FY11/12
# of Requisitions Processed w/in 10 days of receipt		91%	95%	95%
# of Purchase Orders issued		3,000	3,100	2,700
\$ Amount of Purchase Orders Issued		\$22,000,000	\$22,500,000	\$22,000,000
# of Bids Issued		50	55	60
Purchasing Card Volume		\$2,600,000	\$4,000,000	\$4,000,000
Purchasing Card Rebate		\$17,000	\$32,000	\$100,000
Vendor Survey Satisfaction % (Bid Surveys)		100%	100%	100%
# of Employees Trained (CC, Logistics POD, Purchasing Workshops)		50	100	100
# of Vendors Trained (Trade Show Presentations, Small Business Seminars, How to do Business)		204	250	250
Completed Annual Inventory of all Fixed Assets		100%	100%	100%

**BOARD OF COUNTY COMMISSIONERS
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SERVICE AREA: ECONOMIC ENVIRONMENT

DEPARTMENT/PROGRAM: VETERANS SERVICES

PROGRAM DESCRIPTION: To advise, assist and council veterans and their dependents in obtaining maximum benefits from the Department of Veterans Affairs which they are entitled as a result of their military service.

REVENUE: Veterans Services is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

EXPENDITURES:

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	218,227	210,304	157,499	152,255
Operating Expenses	34,226	31,480	11,322	9,859
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	252,453	241,784	168,821	162,114

HISTORICAL STAFFING SUMMARY:

Category	FY09	FY10	FY11	FY12
Full-time	4	4	3	3
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	4	4	3	3

MAJOR ACCOMPLISHMENTS LAST YEAR:

- Updated office procedures to ensure services offered are maximized by utilizing available technical resources through more inclusive computer usage and centralized phone calls to South office only.
- Increased number of ready to-rate claims filed with the Dept of Veterans Affairs on behalf of area veterans.
- Continued coordination with Inmate Population Manager on incarcerated veterans' jail briefing program to provide information/guidance to incarcerated veterans. Interviewed/briefed and assisted 129 incarcerated veterans; many of whom were homeless. Identified 25 who may be eligible for VA HUDVASH Housing Program. Several others are now in receipt of VA compensation or VA pension.

- Streamlined procedures on transportation program and coordinated with VA Healthcare System, Pensacola to ensure veterans from Okaloosa are given consideration for morning appointments only. This reduced the number of late hours volunteer drivers spend at the clinic. A total of 135 veterans were transported.

PROGRAM GOAL: The Okaloosa County Veterans Affairs Department is to assist all former, present and future members of the United States Armed Forces and their dependents in preparing claims for and securing compensation, pension m educational and other benefits or privileges to which they may be entitled under Federal and State Laws or Regulations by reason of their military service. The offices coordinate and disseminate information on federal, state, county and private veterans’ programs and benefits.

KEY OBJECTIVES:

- To effectively and efficiently respond to all client requests
- Serve all veterans/dependents including shut-ins, assisted care facilities, incarcerated & homeless veterans
- To maintain an acceptable dollar return from claims submitted for Federal and State benefits
- Maintain Client support

PERFORMANCE MEASURES:

Performance Measures		Actual FY09/10	Estimated FY10/11	Adopted FY11/12
Input	Number of Full-Time Positions	4	3	3
	Personnel Services	\$231,772	\$156,579	\$156,576
	Operating Expenditures	\$32,288	11,322	11,392
Output	Number of Client Contacts (in-offices, phones, email)	9,562	7,000	
	Number of outreach contacts including shut-ins, assisted care facilities, incarcerated & homeless veterans	147	140	
	Number of Veterans in Okaloosa County	34,634	34,634	
Efficiency	Percentage of claims filed within one office contact with veterans and/or dependents	81%	85%	
	Percentage of claims filed with outreach visits	18.5%	13%	
	Percentage of claims filed via other means (mail, fax, computer)	1.5%	2%	
Effectiveness	Client award for approved claims	\$5,600,000	\$ 4,000,000+/-	
	Days for outreach	41	40	

Veterans population: 34,634 (this figure does not include widows/widowers & other dependents).

**BOARD OF COUNTY COMMISSIONERS
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SERVICE AREA: GENERAL GOVERNMENT

DEPARTMENT/PROGRAM: RISK MANAGEMENT / SELF – INSURANCE FUND

PROGRAM DESCRIPTION: The Risk Management Department is responsible for the safety of employees, and the conservation of the physical and financial assets of the Board of County Commissioners, the Clerk of Court, the Tax Collector, the Property Appraiser, and the Supervisor of Elections. Our major activities include administration of the Self-Insurance Fund; including general liability, workers’ compensation, auto and property insurance, the Employee Benefit Program, Contract Review, Public Records Requests and Claim Management. In addition, we act as Coordinator of the Americans with Disabilities Act (ADA) for the County.

REVENUE: Risk Management is an internal service fund. Supporting revenue are charges for services to County user departments and Constitutional Officers participating in the program.

EXPENDITURES:

RISK MANAGEMENT ADMINISTRATION

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	216,470	214,301	212,892	206,541
Operating Expenses	13,593	13,032	15,754	14,127
Capital Outlay	0	0	0	0
Other	0	0	0	0
Total	230,063	227,333	228,646	220,668

SELF INSURANCE

Category	Expenditures		Budget	
	FY09 Actual \$	FY10 Actual \$	FY11 Original \$	FY12 Approved \$
Personal Services	625,995	960,610	1,250,000	1,250,000
Operating Expenses	11,512,938	12,287,373	12,125,553	12,451,481
Capital Outlay	0	0	0	0
Reserves	0	0	1,406,466	698,421
Total	12,138,933	13,247,983	14,782,019	14,399,902

HISTORICAL STAFFING SUMMARY:

Category	FY09	FY10	FY11	FY12
Full-time	3	3	3	3
Part-Time	0	0	0	0
Relief	0	0	0	0
Total	3	3	3	3

MAJOR ACCOMPLISHMENTS LAST YEAR:

- Managed a \$12,577,324 expenditure budget for employee Workers' Compensation, health, dental, long term disability, and general liability programs including auto and property coverage.
- Negotiated with health insurance vendor a 4% increase at FY12 renewals.
- Conducted the annual Employee Health Fair where 279 employees participated.
- Conducted Confined Space Training for Water & Sewer employees.
- Will introduce a voluntary employee vision program to county employees.

PROGRAM GOAL: To provide professional support in the areas of employee health, wellness and safety while protecting County assets through aggressive Workers' Compensation, property, auto and general liability claims management.

KEY OBJECTIVES:

1. Plan, organize and coordinate a comprehensive insurance management, accident prevention, and County wide loss control program.
2. Act as advisor and consultant to County Management, BCC, Constitutional Officers, directors, managers and supervisors on loss control, insurance, self-insurance, and contract & claims administration.
3. Administers the review and processing of all workers' compensation, property, auto, and liability claims.
4. Coordinates employee health and wellness functions including employee benefit and employee health fairs.
5. Responsible for the County Safety Committee and acts as the County Americans with Disabilities Act (ADA) Coordinator

PERFORMANCE MEASURES:

Performance Measures		Actual FY09/10	Estimated FY10/11	Adopted FY11/12
Input/Output	Workers Compensation			
	Number of Medical Only Claims	39	31	32
	Number of lost time claims	29	16	22
	Number of lost time days	893	310	232
	Auto Claims			
	Number of no fault auto claims (e.g. parked vehicle)	1	3	1
	Number of at fault auto claims	6	3	1
	Liability/E&O Claims			
	Number of liability/E&O claims	22	6	11
	Property Claims			
	Number of property claims	0	0	0
	Health & Wellness			
	Number of employee requests for assistance	Not Reported	1968	1950
	Number of employees participated in Health Fair	Not Reported	245	250
Number of employees participated in Benefits Fair	Not Reported	280	275	
Efficiency/Effectiveness	Workers Compensation			
	Number of worker days lost to injury per full time employee	1.00	0.41	0.31
	Number of worker days lost to injury per workers' comp	13.13	6.60	4.30
	Number of workers' comp claims per 100 FTE's	7.66	6.23	7.16
	Number of workers' comp claims per 100,000 hours worked	4.50	2.79	3.56
	Percentage of lost time cases returned to work in 7 days	17.65	43.75	42.60
	Percentage of lost time cases returned to work in 21 days	10.29	37.50	38.89
	Percentage of lost time cases returned to work greater than 21 days	14.70	18.75	18.52
	Auto Claims			
	Number of at fault auto claims per total vehicles	0.27	0.008	0.003
	Number of at fault auto claims per 100,000 miles driven	0.14	0.071	0.024
	Liability/E&O Claims			
	Liability/E&O claims expenditures per capita	0.078	0.004	0.006
	Property Claims			
	Property loss per \$100 property value	0.00	0.00	0.00
	Premiums per \$100 property value at risk	8.07	.47	.47
	Health & Wellness			
	Number of insurance status changes made per FTE	Not Reported	1.17	2.59
	Percentage of employees participated in Health Fair	Not Reported	29.02	33.16
Percentage of employees participated in Benefits Fair	Not Reported	33.18	36.47	

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