

# Marion County Human Resources

## Strategic Plan 2018-2022



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## Executive Summary

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I am pleased to present the 2017 Human Resources Strategic Plan. Human Resources is a department that provides support and guidance to employees, candidates, stakeholders, constitutional officers and citizens of Marion County.



Through employee engagement events, mentorship, training and leadership opportunities, we strive to establish Marion County as a preferred area employer. This combined with increased community involvement and updated recruitment methods, incorporating today's technology, should increase and diversify our pool of qualified candidates.

Objectives are included to enhance personal and professional growth through training opportunities and increased tuition reimbursement to allow for better succession planning and overall employee satisfaction and retention. Also to implement affordable yet effective compensation methods to become more competitive with the current job market.

With an aging workforce, chronic health risk factors and current claims history driving insurance costs, we are exploring strategies to improve employee health, safety and wellness. Cost-saving objectives are included to reduce the ever-increasing costs of healthcare and claims.

We continue to strive to identify potential risks, analyze loss exposures and secure appropriate insurance coverage and financing mechanisms that are most effective in mitigating the organization's exposures and overall cost.

We are dedicated to the ongoing improvement in the recruitment, retention, training, succession planning, compensation and employee health and wellness of Marion County's employees.

Sincerely,

A handwritten signature in black ink that reads "A. Tart".

Amanda Tart  
Human Resources Director



## Who We Are

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The Human Resources department is comprised of three teams: Human Resources, Risk and Benefits Services and the Employee Health Clinic. Each of these teams provides specialized services to our customers



### Human Resources Team

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The Human Resources team includes a Human Resources Technician, Senior Human Resources Coordinator, Human Resources/Risk Benefits Assistant, Human Resources/Risk and Benefits Administrative Support Assistant, Talent Manager and a Human Resources Manager. The team is responsible for recruitment of candidates and for the training and retention of employees of Marion County.

Recruitment services include managing all job postings on the Marion County website as well as industry-related websites, application screening for minimum qualifications, background checks, assisting departments in the interview process and the on-boarding process.

Training services include new hire and volunteer orientation, mandatory compliance training (harassment, cultural diversity, violence in the workplace, substance abuse, etc.), personal development (DISC Assessment), and professional development (leadership development, online classes).

Retention services include employee relations, union negotiations, department reorganizations, succession planning, employee exit interviews and employee engagement programs (Jamboree and Employee Appreciation Day).



Transactional services include processing of personnel transmittals and human resources-related agenda items, assistance with sick, annual and FMLA documentation and tracking, retirement from FRS, tuition reimbursement, employee status changes and public information requests.

### **Risk and Benefits Team**

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The Risk and Benefits team consists of two Senior Risk and Benefit Specialists, a Safety and Emergency Support Coordinator, a Risk Liability Asset Analyst, and a Risk and Benefits Manager. Two additional contracted positions, a Wellness Coordinator and Liability Claims Adjuster, are housed within the division and part of the team. Services are provided to the Board of County Commissioners, Clerk of Court, Property Appraiser, Sheriff, Supervisor of Elections Office and Tax Collector for a combined total of approximately 2,500 employees and 450 retirees.

The Team is responsible for identifying potential risks, analyzing loss exposures, providing safety trainings, and securing appropriate insurance coverage and financing mechanisms that are most effective in controlling the organization's exposures and overall cost. The team is also responsible for providing cost-effective employee insurance benefits for Marion County and its employees and implementing a Wellness program that provides on-going education and promotes healthy lifestyles in an effort to reduce long-term healthcare costs for employees and Marion County.

Services also include providing recommendations and guidance to departments relating to risk exposures and safety concerns; providing information and assistance to employees and retirees in electing their benefits, processing enrollments and answering insurance questions.

### **Employee Clinic Team**

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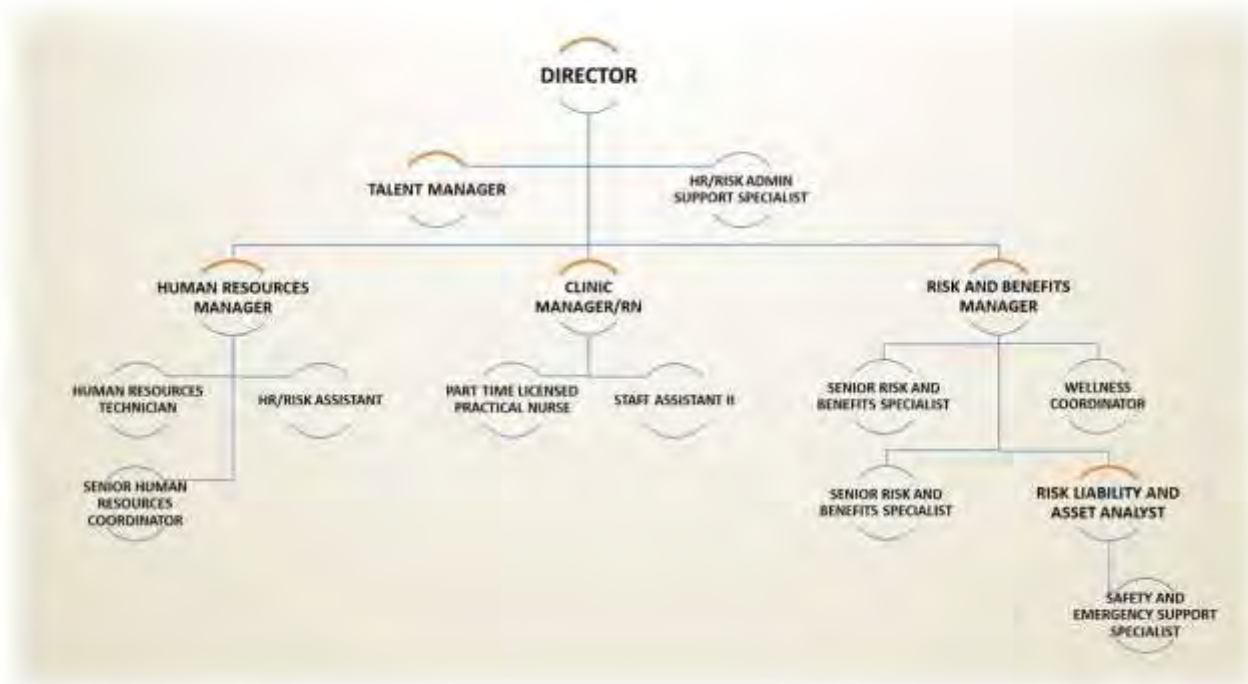
The Employee Health Clinic Team includes a Staff Assistant, Medical Technician, Registered Nurse/Clinic Manager, and a Physician's Assistant. The team is responsible for providing occupational and non- occupational health services to employees and job candidates of the Marion County Board of County Commissioners and the other Constitutional Officers.

Services include post offer and annual physicals, workers compensation care, substance abuse screening, immunizations, EAP evaluation and referrals, and personal health evaluations and referrals. The team works closely with the Wellness Coordinator assisting as necessary in the various wellness activities.

The Employee Health Clinic team members are active in FMLA tracking and documentation, Transitional Duty documentation, sick leave donation eligibility and ADAA accommodation requests.

The team maintains health Information following HIPAA compliance in employee charts and in a secure web based program.





## Who We Serve:

The Marion County Human Resources department is a stand-alone department providing services to a large array of customers. Customers served are internal and external, including the Board of County Commissioners, its departments and other local governmental agencies. The Human Resources Department serves three main customer groups:

- **Internal Customers** – There are 26 departments and offices under the Board of County Commissioners and approximately 1,400 employees.
- **External Agencies** – Several external agencies such as the Clerk of the Court, Sheriff's Office, Supervisor of Elections, Property Appraiser, Tax Collector, Health Department and two labor unions.
- **External Customers** – Citizens, retirees, businesses and visitors of Marion County.

The focus of the Human Resources Department is to deliver quality service to these customers and stakeholders.



Customer List	Human Resources Services	Risk Services	Benefit Services	Employee Health Clinic Services
County Commissioners	x	x	x	x
County Departments	x	x	x	x
Clerk of the Courts		x	x	o
Court Administration	x	x	x	x
Sheriff's Office		o	x	o
Supervisor of Elections		x	x	x
Property Appraiser		x	x	x
Tax Collector		x	x	x
Labor Unions	x	x	x	x
Health Department		o		

X = full support O = partial support

## Stakeholders

- County Commissioners
- County Departments
- Clerk of the Courts
- Court Administration
- Sheriff's Office
- Public Defender
- Supervisor of Elections
- Property Appraiser
- Tax Collector
- Labor Unions
- Health Department

## Vendors

- Source 2
- Florida Blue
- Express Care of Ocala
- Quest Diagnostics
- Johns Eastern Third Party Claims Administration
- Safewaste of Florida, LLC
- Henry Schein
- DXC Technology
- Ocala Regional Medical Center
- Alpha Pro Solutions
- Combined Insurance Service, Inc.
- Public Risk Insurance Agency
- Munroe Regional Medical Center
- Accurate Background
- LexisNexis Background



## The Planning Process

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The strategic plan for Human Resources will serve as a guide for providing necessary services to the County Departments, outside agencies and citizens. A team of senior staff from each division was assembled to review the overall operations of Human Resources. The team worked together to create the structure of the plan and vetted the following elements:

- Identify Stakeholders and Partner Agencies
- Define Mission and Vision
- Define Current Situation
- Conduct SWOT Analysis
- Develop Strategic Objectives
- Develop Implementation Action Items

The team consisted of the following staff members:

- Amanda Tart, Human Resources Director
- Robyne Fraize, Human Resources Manager
- Sheri Wiley, Risk and Benefits Services Manager
- Robyne Robarge, Registered Nurse/Clinic Manager
- Bridgette Read, Senior Human Resources Coordinator





## Our Mission

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The mission of the Human Resources department is to attract and retain a highly qualified, diverse workforce, creating a culture of opportunity, health and safety.



## Our Vision

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Our vision is to establish Marion County as a preferred area employer.



## Our Goals

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The goals of the Human Resources department are:

- Provide support to the Board of County Commissioners, its internal departments and stakeholders, by supporting the mission of the organization through effective implementation of the guiding principles, core values and organizational priorities.
- Attract and retain a highly qualified, diverse workforce.
- Create a culture of opportunity, health and safety for all employees.
- Enhance the quality of life of our employees.
- Maximize productivity in the workplace.

These goals will be met through strategic objectives focusing on a productive work environment, staff development and health and wellness initiatives.



## History of Department

The Marion County Human Resources Department has continued to evolve over nearly 40 years to become a strategic partner focusing on our most valuable assets, our employees.

1978

Prior to 1978, the personnel functions for the BCC were handled by the Clerk of the Court. In 1978, the BCC established the personnel department and hired its first Personnel Director, Jay Baillie. The Personnel Department was positioned as a support department to the County's growing population of employees.

1984

In 1984, the BCC established its first Human Resources Department, at which time the County had 233 employees and two employees in the HR Department. Sally McCarroll served as the Human Resources Director from 1984 – 1999.

1995

In 1995, training became a specialty of the HR department and the county had grown to 630 employees and the HR staff consisted of seven.

1997

In 1997, the first Human Resources Information System, Alliance, was put into place; we still operate the same system today. The total employee count at that time was 732. Also, in 1997 the County's Employee Health Clinic opened, offering pre-employment health screenings to candidates as well as occupational health assessments.

1999

In 1999, the County acquired library services, adding 81 employees.

2000

In 2000, at the recommendation of a blue ribbon task force, the recruiting function was added to the Human Resources functions with a focus on Equal Opportunity employment. The total employee count in 2000 was 996.

2004

In 2004, the County defeated the organized labor union American Federation of State, Municipal and Council Employees (AFSCME).

2008

In 2008, the County acquired EMSA, adding 249 more employees. The total number of budgeted positions was 1,610.

2010

In 2010, the County ended an interlocal agreement with the City of Ocala and began administering its own Risk and Benefits Services. Also, in 2010 Risk and Benefit Services, the Employee Health Clinic and HR functions were consolidated into one facility, providing a one-stop service to employees and retirees.

2011

In 2011, the County defeated the organized labor union Teamsters.

2014

In 2014, the labor union Laborers International Union of North America (LiUNA) was voted in to represent the blue collar workers of Marion County. The total number of budgeted positions for the BCC was 1,501.



# SWOT Analysis

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# Strategic Objective 1

## Recruitment

Task	Benefit	Date	Cost
Improved new-hire orientation	Better introduce new-hires to the organization; the county administrator will have a more involved role to provide leadership; increase employee morale and reduce turnover.	On-going	Staff time
Job fairs, university and trade school visits	Improve recruitment and recognition of the careers available within Marion County. Higher level of qualified candidates.	On-going	Entry cost of some job fairs; within current budget
Improved interview process; recruitment based on core values	Selected candidates will be a cultural fit and understand the core values and mission of the organization; lower turnover, increase in morale, productivity and customer service.	Jan.-March 2018	Staff time

It often takes a focused recruitment effort to find the perfect fit with the right skills, attitude and abilities.

*Improved new hire orientation:* The County Administrator will attend each new hire orientation to welcome staff and start the commitment to the organization's core values and mission.

*Job fairs, university and trade school visits:* The Human Resources team and representatives from county departments will attend local and state career fairs at high schools, colleges, trade schools and universities.



*Improved interview process; recruitment based on core values:* The Human Resources team will work with hiring managers to ensure the county is hiring the right person for the job. Recruiting will have an additional focus on candidates being a cultural fit for the organization. Candidates will be asked a set of questions revolving around our core values. In order to be hired, the candidate will be a cultural fit and understand the core values and mission of the organization.

The Talent Manager will also invest additional time into proper training for hiring managers and interview panel members. Improving the interview process with a more informed interview panel looking for the right qualifications and qualities will provide diversity in developing a well-rounded team of employees and will help to lower turnover with a like-minded staff working toward common goals. As the quality of candidates hired improves, an increase in employee morale and productivity will also result in improved customer service.



## Strategic Objective 2

### Retention

Task	Benefit	Date	Cost
<b>Employee Academy</b>	Improve employee morale by better educating employees and giving them a better understanding of the role each department plays. This will add to the education of our employees and make them better equipped to move the county into the future.	Jan.-March 2018	\$1,500 and staff time
<b>Preceptor Program</b>	This program will help new-hires to become better acquainted with county policies and procedures. The preceptor program will offer new-hires a point of contact with the knowledge and attitude to help the new-hire be successful. The immediate relationship will increase employee morale and reduce employee turnover.	Oct.-Dec. 2018	Staff time
<b>Improve Employee Morale</b>	Improving employee morale through effective and direct communication will reduce turnover and increase productivity across the organization.	On-going	Staff time
<b>Career Development Programs</b>	Increase employee morale, lower turnover. Employees will take more ownership in their roles as county employees.	Oct.-Dec. 2019	Staff time

It is important to keep employees engaged and retain the qualified workforce that has dedicated themselves to serving the citizens of Marion County.

**Employee Academy:** Employees accepted in the program must be approved by their director and Assistant County Administrator (ACA). The program will be similar to the Citizens Academy and will be an experience for employees to understand the way the county operates.

**Preceptor Program:** Long term employees that exemplify the County's core values and have graduated from the employee academy, will be matched up with a new hire. It will be the responsibility of the preceptor to keep in contact and document conversations with the new hire for the first 90 days of employment. A formal evaluation of the preceptor relationship will be communicated with the talent manager.

**Improve Employee Morale:** Improving employee morale through effective and direct communication will reduce turnover and increase productivity across the organization. Annual events will be held to show employee appreciation and recognition.

**Career Development Programs:** The County will provide job-specific and career development training opportunities based around education, training and improved processes.



## Strategic Objective 3

### Training and Succession Planning

Task	Benefit	Date	Cost
<b>Professional external trainings</b>	Provide external education to better educate staff and leaders. Professional trainings will show employees we are investing in their education and will increase overall employee morale.	On-going	Staff time plus \$7,000 included in FY 2017 budget
<b>Positive leadership – training based on leadership qualities</b>	Improve leadership qualities of supervisors and management. Increase productivity.	On-going	Staff time
<b>Technology- based trainings</b>	Employees and departments will have greater access to trainings. Trainings will be more convenient. Travel time will be saved.	On-going	Staff time
<b>Management tools, such as Four Disciplines of Execution (4DX)</b>	Leadership training, such as implementation of the 4DX formula for executing on the most important strategic priorities.	Oct.-Dec. 2017	Approx. \$80,000
<b>Training needs assessments</b>	Ensure proper trainings for targeted topics. Measure outcomes of trainings. Improve overall effectiveness of training.	Oct.-Dec. 2017	Staff time
<b>Cross training</b>	Cross training of employees leads to employees prepared for promotion, provides for better coverage and results in increased employee morale and reduced turnover.	Jan.-March 2018	Staff time
<b>Mentoring program</b>	Improve employee morale, engage employee and directors and help increase the number of employees who are prepared for the next step in their career. A good mentoring program will help put the right employees in the right spot based on the needs of the county and the strengths of the employee.	Oct.-Dec. 2019	Staff time



In an effort to remain current and well-informed, training is an important piece of staff development and succession planning. Training, both formal and informal, should be effective, measurable and timely and should be focused on the goals of the organization.

*Professional outside training:* Either professional trainers will be brought in to conduct training or employees will be afforded the opportunity to attend outside professional trainings.

*Positive leadership – training based on leadership qualities:* The Human Resources team and each department director will engage in positive leadership by providing consistent and timely training. Supervisory training will be based more on leadership skills than policies and procedures. Clear expectations will be set between employees and management.

*Technology-based training:* Increase the use of technology with webinars, live streaming and online courses to reach more employees and make a bigger impact on staff development while saving money on travel.

*Management tools, such as Four Disciplines of Execution (4DX):* This task includes hiring a professional consultant to provide leadership training on implementation of 4DX throughout the organization.

*Training needs assessments:* Human Resources will conduct surveys with departments to ensure the trainings provided are relevant and effective. A trainer, selected by the department director, will be designated within each department to present at department staff meetings. The Talent Manager will provide important training points on various topics. The departmental trainers will make them applicable to their departments and present at staff meetings. This will be facilitated through the Talent Manager, and the trainers will be recognized for their efforts.

The Talent Manager will also attend external trainings and return and present the information learned to county employees. When applicable, this will include on-the-job training with departments. Trainings will be improved to be current and relevant based on current trends and needs of the county.



*Cross training:* Cross training is an important piece of succession planning and can apply across the organization or within departments. As we develop the employee programs such as the employee academy, cross training will become more valuable to the organization and the employees. Cross training will allow employees to be ready for a promotion, should it arise, and will allow for coverage when needed.

*Mentoring Program:* Employees can apply as a mentor or mentee and will be paired with a suitable mentor/mentee based on interest and skills. Mentors must be approved by the ACA for their department. There will be different mentor levels. The program will be overseen by the Talent Manager.





# Strategic Objective 4

## Compensation

Task	Benefit	Date	Cost
<b>Competency matrices</b>	Competency matrices offer a progression for employees to further their career and receive compensation for obtaining additional certifications or education. This will improve morale and increase retention.	On-going	Staff time and costs associated with promotions through matrix.
<b>Merit increase program</b>	A merit increase program tied to performance of employees will increase employee productivity as well as employee morale. This program will encourage employees to hold themselves accountable and remain disciplined in the day-to-day operation of the county.	Oct.-Dec. 2017	Undetermined, based on budget constraints.
<b>Loaded cost summaries</b>	A loaded cost summary provided to each employee will improve employee understanding of the true cost to the county and the value of the employee benefits offered through the county.	Jan.-March 2018	Staff time
<b>Wage survey</b>	Wage surveys will provide the information needed to conduct an assessment of the County's current wages compared to organizations in the surrounding area and markets. Addressing the areas of inadequacies will increase retention, increase the recruitment of qualified candidates and improve employee morale.	Oct.-Dec. 2019	Staff time, some costs may be incurred. Any costs will be absorbed in operating budget. Estimate of \$1,500.

Fair and competitive compensation is an important piece to recruitment, employee retention and succession planning.

**Competency matrices:** The Human Resources team is currently working with department directors to implement competency matrices.

**Merit increase program:** This program will involve performance evaluations tied to merit increases of the Administrative Strategic Plan.

**Loaded cost summaries:** The Risk and Benefits team will work with Human Resources to provide employees with up to date benefits summaries to understand loaded cost and contribution from the county to employees' benefits to include health insurance, Florida Retirement System (FRS), etc.

**Wage surveys:** The Human Resources team will conduct competitive wage surveys as well as look at contracting with a vendor to provide the information.



# Strategic Objective 5

## Employee Health and Wellness

Task	Benefit	Date	Cost
Increase awareness to our top risk areas identified from latest wellness health assessment	Healthier, more productive employees. Lower health care costs. Early detection of high cost claims.	On-going	Staff time, money in wellness budget
Increased participants in wellness program	Healthier, more productive employees. Lower health care costs.	On-going	Staff time, wellness budget
Monitor high dollar claims	Identify trends and remain cognizant of issues relating to employee health that could lead to high dollar claims.	On-going	Staff time
Implementation of Marion County Health Happens Wellness Center	A wellness center will provide resources such as fitness classes, equipment, and education to assist employees with improving and maintaining a healthy lifestyle.	Oct.–Dec. 2018	\$400,000 in current Wellness Fund
Potential to move to Group Health Self-Insurance	Evaluate the cost and feasibility of moving from a fully-insured Health insurance program to a self-insurance program. Additional Actuarial services will be needed to determine appropriate financing levels and reserves.	Dec.–Mar. 2018 and ongoing	Dependent on actuarial funding requirements and health insurance reserves
Expansion of Employee Health Clinic	The expansion of the employee health clinic will offer employees primary care services and pharmaceutical services at a much discounted rate. Expansion of these services would also offer the potential for mitigating health care costs for the County.	Oct.–Mar. 2019	Dependent on health insurance reserves and possible self-insurance funding
Safety Incentive Program	A safety incentive program will offer positive reinforcement and motivation for employees to exceed the standards of safety and minimize workplace incident, accident and injuries.	Oct.–Dec. 2017	\$5,000 Safety Incentive money



Each year, health care costs continue to rise. We must do our part to ensure our employees are educated on making healthy life choices. The employee wellness program will continue to lead initiatives countywide that encourage a healthy lifestyle. By increasing participation in the wellness program, encouraging annual physicals and educating our employees on the high risk factors that lead to high-cost claims, we can make our employees' health a priority while striving to lower our healthcare costs. In addition to the wellness program, the county will encourage participation in physical activities around the county and a healthy diet by providing educational resources and continuing to improve the weekly farmers market.



**Health Happens Wellness Center:** The Risk and Benefits team will work with the Facilities department to design and create a Wellness Center for employees and their spouses that will provide resources such as fitness classes, equipment, and education to assist employees with improving and maintaining a healthy lifestyle.

**Self-Insurance:** The Risk and Benefits team will continue to evaluate financing mechanisms that will provide cost effective health insurance to Marion County and its employees. Through the Request for Proposal (RFP) process, we will compare fully-insured costs to self-insured costs. Additional Actuarial services will be needed to determine appropriate financing levels for a self-insured program.

**Expansion of Employee Health Clinic:** The Human Resources, Risk and Benefits, and Employee Clinic teams will work together to evaluate the feasibility and cost of expanding the Employee Occupational Clinic to an Employee Health clinic. The expansion would provide employees and their families the opportunity to obtain primary general medical care at a convenient location and at a minimum cost. This would reduce the time away from job sites for medical care, improve employee morale by providing clinic services, and potentially mitigate some of the overall healthcare costs to Marion County.

**Safety Incentive Program:** The Risk and Benefits team will implement a Safety Incentive Program which will offer positive reinforcement and motivation for employees to exceed the standard of safety and minimize workplace incidents, accidents and injuries. Reinforcing a countywide safety culture will provide a safe work environment for our employees and should ultimately reduce exposures and overall claims cost to the county.



# Strategic Objective 6

## Modernizing Human Resources

Task	Benefit	Date	Cost
<b>Policies and Procedures</b>	Updated policies and procedures will allow staff and administration the ability to conduct the business of the county in a more efficient manner.	On-going	Staff time
<b>Technology</b>	Improved technology within the Human Resources department will streamline processes and allow for a better service to the department stakeholders.	Jan.-March 2018	Undetermined, based on budget constraints.
<b>Recruitment and Retention</b>	Modernizing the County's recruitment process will allow departments to attract a more highly qualified diverse workforce; resulting in hiring the right candidate and improving overall employee morale.	On-going	Staff time, funding for additional staff member. Estimate of \$60,000.

**Policies and Procedures:** Updated policies and procedures will allow staff and administration the ability to conduct the business of the county in a more efficient manner. These changes will provide consistency and improve the overall employee experience, resulting in improved retention rates.

**Technology:** Improved technology within the Human Resources department will streamline processes, eliminate duplication of efforts and manual processes across the organization, improve the recruitment experience and allow employees easier access to their information and opportunities within the County.

**Recruitment and Retention:** Modernizing the County's recruitment process will allow departments to attract a more highly qualified diverse workforce. Improving the quality of candidates applying to positions will allow departments to be more selective and insure hiring of the best candidate for the position. A more diverse workforce leads to an increase in productivity and creativity.



## Implementation of Strategic Objectives

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Successful implementation of these strategic objectives will require coordination across the organization as well as support from the Commission and Administration. Outlined below are the keys to success for the five year strategic plan for the Human Resources Department.

<i>Strategic Objective</i>	<i>Keys to Success</i>
Recruitment	<ul style="list-style-type: none"><li>• Funding for Job Fairs</li><li>• Additional Staff Member</li><li>• ERP Software</li></ul>
Retention	<ul style="list-style-type: none"><li>• Continued Support from Commission and Administration</li></ul>
Training and Succession Planning	<ul style="list-style-type: none"><li>• ERP Software</li></ul>
Compensation	<ul style="list-style-type: none"><li>• Possible Funding for Consultant and Wage Adjustments</li></ul>
Employee Health and Wellness	<ul style="list-style-type: none"><li>• Wellness Center Location</li><li>• Funding for Employee Health Clinic</li></ul>
Modernizing Human Resources	<ul style="list-style-type: none"><li>• ERP Software</li></ul>



## Appendices

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- **Employee Newsletter**
- **Job Fair Flyer**
- **Loaded Cost Summaries**
- **Employee Development Online Program**
- **Leadership Development Online Program**
- **Leadership Library**
- **Policies and Procedure Manuals (full documents can be found at [www.marioncountyfl.org](http://www.marioncountyfl.org))**
  - **Employee Handbook**
  - **LiUNA Collective Bargaining Agreement**
  - **IAFF Supervisory Collective Bargaining Agreement**
  - **IAFF Rank and File Collective Bargaining Agreement**
- **Employee Health and Wellness Center Diagram**





Month/ Year

#### A MINUTE WITH MOUNIR



Q:

A:



**Have a question?** Want it answered in a future Minute with Mounir? Tell us.

[Submit a question for Mounir](#)

PAST MINUTES WITH MOUNIR

## Department spotlight

This section will be used to highlight a department within the County. We will be highlighting the department that corresponds with the monthly highlight in the auditorium.



We'll include a quick facts section for each department, so staff can learn about other areas of the county they may not interact with regularly.

Suggestions:

- By-the-numbers overview of workload.
- Primary responsibilities.
- Recent news



## Board meeting updates

This section will be used to highlight BCC updates that employees (who are citizens, too!) would benefit from.

Examples:

- Economic development updates (e.g., Chewy Inc.)
  - Policy updates (e.g., marijuana dispensary decisions)
  - Department-related updates with community impact (e.g., Fire Rescue recruitment efforts, Silver Springs Sandhill purchase).
-

## Welcome new-hires!



Each month a picture will be taken at new hire orientation and displayed in the following month's newsletter. Employee's names and positions will be listed in an effort to introduce new employees to existing staff.

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## Service anniversaries

THEY WERE HIRED THIS MONTH IN THE YEAR...

**Employee's pictures will be displayed with anniversaries dates and position title.**

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## "Health Happens" Wellness Corner

BE WELL!



In this section, we'll highlight wellness program reminders, upcoming event info, insurance updates, etc.

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## Safety Gram from Carey Kane

SAFETY AND EMERGENCY SUPPORT COORDINATOR

**A monthly message about work place safety will be displayed in this area.**


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[Email comments about this newsletter here](#)

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 [FOLLOW on FACEBOOK](#)

 [FOLLOW on TWITTER](#)

 [FOLLOW on INSTAGRAM](#)

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MARION COUNTY  
BOARD OF COUNTY COMMISSIONERS

# JOB FAIR

100+ job openings



date/time | Thursday  
April 20, 2017  
9 a.m. to 1 p.m.

location | McPherson  
Governmental Complex  
Green Clover Hall  
319 SE 26th Terrace  
Ocala, FL 34471

## All Levels Wanted

Opportunities range from entry level and trades to technical, public safety, administrative and management.

Equal Employment Opportunity Employer

**Make a difference where you live.  
Right here. Right now.**



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## Marion County Board of County Commissioners Compensation and Benefits Statement

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Name:

Employee ID:

Date:

Department:

This statement summarizes the compensation and benefits provided to you for Fiscal Year 2016-2017. Because your benefits are an integral part of your total compensation package, this statement shows you, in actual dollars, the value of benefits that are paid on your behalf by the Marion County Board of County Commissioners.

	Marion County Cost/Contribution
Base Salary:	\$35,484.80
Florida Retirement System (FRS):	\$2,668.46
Health Insurance:	\$9,220.00
Life Basic/AD&D Insurance:	\$62.64
Workers Compensation:	\$70.97
Long Term Disability:	\$104.68
Social Security/Medicare:	\$2,714.59
<b>Total Salary and Benefits Package:</b>	<b>\$50,326.13</b>

**Additionally, you are provided the following annually:**

- Nine (9) paid holidays
- One (1) personal day
- One (1) wellness day
- 104 hours sick leave
- Annual leave based upon your number of years of service

You also have the opportunity to earn up to 32 hours of additional annual leave every year for keeping your sick leave use to a minimum.

*If you have questions regarding your benefits or this statement, please  
contact Human Resources at 352-438-2345.*



## 2017 Online Employee Development Program



### Course List

- [Creating a Positive Attitude](#) (Go to course catalog, select professional development , then workplace skills and start course **Creating a Positive Attitude**)
- [Optimizing Your Work/Life Balance: Maintaining Your Life Balance](#) (Go to course catalog, select Human Resources, then wellness and start course **Optimizing Your Work/Life Balance: Maintaining Your Life Balance**)
- [Communicating Across Cultures](#) (Go to course catalog, select professional development, then workplace skills and start course **Communicating Across Cultures**)
- [Are You Listening to Your Customers?](#) (Go to course catalog, select professional development, then workplace skills and start **Are you listening to your customers?**)
- [Bloodborne Pathogens Awareness](#) (Go to course catalog, select safety, then OSHA and general safety and start **Bloodborne Pathogens Awareness**)
- [Creating and Sustaining a Customer-focused Organization](#) (Go to course catalog, select customer service, then customer relationships and start course **Creating and Sustaining a Customer-focused Organization**)
- [Solving Problems: Framing the Problem](#) (Go to course catalog, select professional development, then workplace skills and start course **Solving Problems: Framing the Problem**)
- [Listening Essentials: Improving Your Listening Skills](#) (Go to course catalog, select workplace skills, then workplace skills and start course **Listening Essentials: Improving Your Listening Skills**)
- [Workplace Conflict: Strategies for Resolving Conflicts](#) (Go to course catalog, select workplace skills, then workplace skills and start course **Workplace Conflict: Strategies for Resolving Conflicts**)

- [Listening to Improve Conversation](#) (Go to course catalog, select professional development, then workplace skills, and start course **Listening to Improve Conversation**)
- [Time Management: Planning and Prioritizing Your Time](#) (Go to course catalog, select professional development, then workplace skills and start course **Time Management: Planning and Prioritizing Your Time**)
- [Business Writing: How to Write Clearly and Concisely](#) (Go to course catalog, select professional development, then workplace skills and start course **Business Writing : How to Write Clearly and Concisely**)
- [Developing Your Customer Focus](#) (Go to course catalog, select customer service, then customer communications and start course **Developing Your Customer Focus**)
- [Safety at Work: A Systematic Approach](#) (Go to course catalog, select safety, then OSHA and general safety , and start course **Safety at Work: A Systematic Approach**)

After successfully finishing the course you will need to download your certificate of completion. Please email this certificate to [Bobbi.Perez@marioncountyfl.org](mailto:Bobbi.Perez@marioncountyfl.org) so that your county training transcripts can be updated.



**To Access Online Training:**

- **Previously Registered Users:** <https://learn.thinkhr.com/training/login>
- **First Time Users:** Please email [Bobbi.Perez@marioncountyfl.org](mailto:Bobbi.Perez@marioncountyfl.org) and I will register you in the system. You will then receive a welcome email from ThinkHR.





## *2017 Online Leadership Development Program*



### Course List

- [\*\*The Voice of Leadership: Effective Leadership Communication Strategies\*\*](#) (Go to course catalog, select Professional Development, then workplace skills then start course **The Voice of Leadership: Effective Leadership Communication Strategies**)
- [\*\*Leading Teams: Building Trust and Commitment\*\*](#) (Go to course catalog, select Human Resources, then select Leadership, then start course **Leading Teams: Building Trust and Commitment**)
- [\*\*A Manager's Guide to Discipline and Documentation\*\*](#) (Go to course catalog, select Human Resources, the select Leadership and start course **A Manager's Guide to Discipline and Documentation**)
- [\*\*Building and Leading Teams\*\*](#) (Go to course catalog, select Human Resources, then Leadership, then start course **Building and Leading Teams**)
- [\*\*Leadership Essentials: Motivating Employees\*\*](#) (Go to course catalog, select Human Resources, then Leadership, then start course **Leadership Essentials: Motivating Employees**)
- [\*\*EEO and Lawful Hiring\*\*](#) (Go to course catalog, select Human Resources, then select Leadership then start course **EEO and Lawful Hiring**)
- [\*\*Monitoring and Improving Performance\*\*](#) (Go to course catalog, select Human Resources, then Performance Management, then start course **Monitoring and Improving Performance**)
- [\*\*Optimizing Your Work/Life Balance: Taking Control of Your Stress\*\*](#) (Go to course catalog, select Human Resources then Wellness, then start course **Optimizing Your Work/Life Balance: Taking Control of Your Stress**)
- [\*\*Interviewing: Doing it Right\*\*](#) (Go to course catalog, select Professional Development, then Workplace Skills, then start course **Interviewing: Doing it Right**)

- [Workplace Conflict: Recognizing and Responding to Conflict](#) (Go to course catalog, select Professional Development, then Workplace Skills, then start courses **Workplace Conflict: Recognizing and Responding to Conflict**)
- [Management of People: Total Rewards](#) (Go to course catalog, select Professional Development, then workplace skills, then start course **Management of People: Total Rewards**)
- [Management Essentials: Confronting Difficult Employee Behavior](#) (Go to course catalog, select Professional Development then Workplace skills, the start course **Management Essentials: Confronting Difficult Employee Behavior**)
- [Managing Effective Business Meetings](#) (Go to course catalog, select Professional Development, then Meetings then start course **Managing Effective Business Meetings**)
- [Behavior Based Safety for Supervisors](#) (Go to course catalog, select customer Workplace Safety then OSHA & General Safety, then start **Behavior Based Safety for Supervisors**)
- [Shaping the Direction of Customer Service in Your Organization](#) (Go to course catalog, select Customer Service then start course **Shaping the Direction of Customer Service in Your Organization**)

After successfully finishing the course you will need to download your receive a certificate of completion. Please email this certificate to [Bobbi.Perez@marioncountyfl.org](mailto:Bobbi.Perez@marioncountyfl.org) so that your county training transcripts can be updated.

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# Marion County's Leadership Library

The Marion County Leadership Library is a resource available to all Marion County employees and staff members. The Leadership Library contains many books, video, and activity guides dedicated to helping Marion County employees achieve their leadership potential. The library is designed to provide information about personal leadership development and organizational behavior. The library includes resources on topics including leadership theory, group dynamics, personal leadership inventories, corporate/values-based/servant leadership, and many more!

To donate a book, video, or training materials related to leadership to add to the library please contact:

Bobbi Perez at [bobbi.perez@marioncountyfl.org](mailto:bobbi.perez@marioncountyfl.org) or 352-438-2352.

The Leadership Library is located at:

Marion County Human Resources Building  
512 SE 26<sup>th</sup> Court, Ocala, FL 34471

*“Not all readers are leaders, but all leaders are readers.”*

*- Harry S. Truman*

# EMPLOYEE HANDBOOK



## MARION COUNTY BOARD OF COUNTY COMMISSIONERS

*(Effective April 5, 2016)*

*Revised 08/16/2016*

Collective Bargaining Agreement

Between

Laborers' International Union of North America  
Local 517

And

Marion County Board of County Commissioners, Ocala, Florida



Effective: Date: April 7, 2015 to September 30, 2017



Marion  
County  
FLORIDA



## **COLLECTIVE BARGAINING AGREEMENT**

**BETWEEN**

**THE MARION COUNTY BOARD OF  
COUNTY COMMISSIONERS**

**AND**

**THE PROFESSIONAL FIREFIGHTERS OF  
MARION COUNTY SUPERVISORY UNIT**

**INTERNATIONAL ASSOCIATION OF  
FIREFIGHTERS LOCAL #3169**

**EFFECTIVE OCTOBER 1, 2015  
TO SEPTEMBER 30, 2018**

**COLLECTIVE BARGAINING  
AGREEMENT**

**MARION COUNTY BOARD OF  
COUNTY COMMISSIONERS**

**AND**

**PROFESSIONAL FIREFIGHTERS OF  
MARION COUNTY**

**INTERNATIONAL ASSOCIATION OF  
FIREFIGHTERS LOCAL #3169**

**EFFECTIVE OCTOBER 1, 2014  
TO SEPTEMBER 30, 2017**



Create a Wellness Center that will build a stronger culture of health by supporting and encouraging employees to improve and maintain healthy lifestyles.

- Promote physical activity that is accessible and affordable to employees.
- Provide various cardio, strength and functional equipment within the main Wellness room.
- Offer educational seminars and classes that promote health and wellness.
- Conduct various type of fitness classes such as Zumba, Yoga, etc.
- Include a spin room for spin bike classes.