



P I N A L • C O U N T Y

Wide open opportunity

Pinal County Human Resources

Strategic Business Plan Alignment Maps

June 27, 2008

Human Resources Mission

The Mission of the Human Resources Department is to provide recruitment, consultation, training, compensation & benefits services to the applicants and employees of Pinal County so they can have an equal opportunity to work and prosper in a well qualified and professional workplace.



Pinal County Human Resources

Strategic Business Plan Alignment Map 1 of 5

Issue 1 – Department Involvement

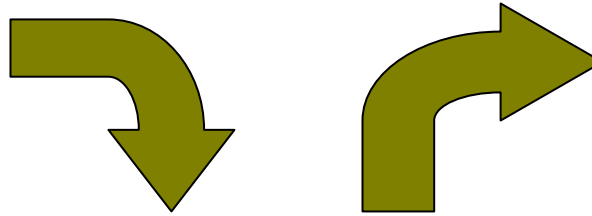
There is a continuing lack of inclusion regarding the Human Resources Department involvement in the planning & development in County initiatives. This trend, if not addressed, will result in:

- Loss of confidence by Pinal County Departments and managers which in turn can impact services offered by those departments
- Increased time to respond to department requests
- Increase to County's legal liability
- Increase cost for businesses resulting in higher government costs

Issue 2 – Resources vs. Needed Services

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

- Inadequately prepared departments assuming the burden of Human Resource functions
- Human resource customers receiving inadequate services



HUMAN RESOURCES DEPARTMENT

STRATEGIC GOAL #1:

HR Involvement in Key County Plans & Programs

By 2010, Pinal County leaders will have a better understanding of HR issues regarding key County plans and programs and will benefit from the timely and cost effective implementation of these plans and programs.

These benefits are evidenced by:

- 100% of all positions submitted to the Capital Improvement Program process being approved by Human Resources before obtaining capital Improvement approval
- 100% of County plans that include HR impacts concurred by Human Resources before submission to the Board of Supervisors for approval.

The purpose of the **Recruitment Activity** is to provide job posting, qualified applicants, and recruitment consultation services to departments so they can hire qualified applicants in a timely manner to successfully achieve business objectives.

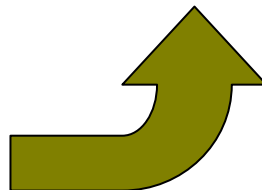
1. 80% of hires with a time to fill of 59 days or less from opening of requisition

The purpose of the **Compensation Activity** is to provide pay services to applicants and employees of Pinal County so they can work in a financially competitive environment.

3. 90% of County departments that state that they are satisfied with the turnaround time of completed job descriptions.

Countywide Strategic Priorities

Regional Leadership





Pinal County Human Resources

Strategic Business Plan Alignment Map 2 of 5

Issue 2 – Resources vs. Needed Services

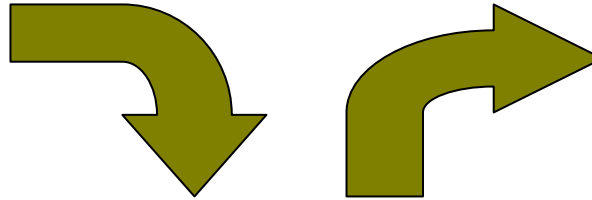
The growing gap between the number of Human Resource Department resources available and the number of Pinal County managers and employees needing Human Resource services, if not addressed, will result in:

- Inadequately prepared departments assuming the burden of HR functions
- Human resource customers receiving inadequate services

Issue 3 – Transportation Costs

Pinal County employees are having to absorb an increase in transportation costs (tripling of the cost of fuel to over \$3.75 a gallon), in addition to the high commuting distance required by the majority of Pinal County employees. If these issues are not addressed, these trends will result in:

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



HUMAN RESOURCES DEPARTMENT

STRATEGIC GOAL #2:

Access to Services

By 2010, Pinal County departments, managers and employees will benefit by having improved access to HR services and resources in a timely manner as evidenced by:

- 20% reduction in the average time to fill a vacancy from 66 days to 53 days.
- 90% of County employees who stated they are satisfied with the services offered by the HR department
- 75% of Human Resources Activity requests responded to within 24 hours of the receipt of the request.
- 100 % of all new hires will have a professional background check completed by Human Resources prior to hire.

The purpose of the **Employee Relations Activity** is to provide consultation, performance and recommendation report services to department management so they can retain well qualified, productive employees to accomplish their departmental mission.

4. 75% of Human Resource Activity requests responded to within 24 hours of receipt of the request.

The purpose of the **Recruitment Activity** is to provide job posting, qualified applicants, and recruitment consultation services to departments so they can hire qualified applicants in a timely manner to successfully achieve business objectives.

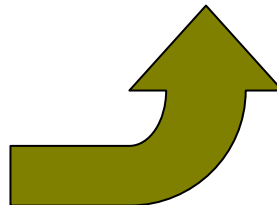
1. 80% of hires with a time to fill of 59 days or less from opening of requisition

The purpose of the **Human Resources Information Management Activity** is to provide data collection, retention and information dissemination services to employees, departments, and outside agencies so they can make informed decisions in a timely manner.

1. 75% of same-day departmental information request responses issued within 8 working hours

Countywide Strategic Priorities

Does not align with Strategic Priorities





Pinal County Human Resources

Strategic Business Plan Alignment Map 3 of 5

Issue 3 – Transportation Costs

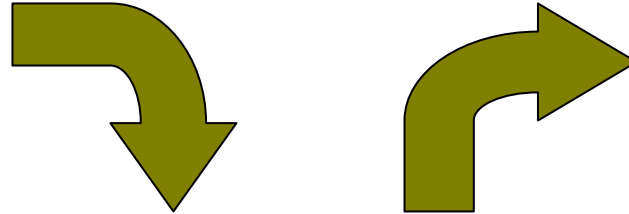
Pinal County employees are having to absorb an increase in transportation costs (tripling of the cost of fuel to over \$3.75 a gallon), in addition to the high commuting distance required by the majority of Pinal County employees. If these issues are not addressed, these trends will result in:

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

Issue 5 – Pay-for-Performance Pay Plans

The continuing lack of pay for performance pay system, if not addressed will result in:

- Decreased employee motivation to go above and beyond job requirements
- Continued reliance on inadequate job descriptions and employee performance appraisals
- Continued lack of individual employee recognition for a job well done



The purpose of the **Compensation Activity** is to provide pay services to applicants and employees of Pinal County so they can work in a financially competitive environment.

1. 25% of job classifications at or above Step 7
2. 25% of employees at or above Step 5 for each position classification

HUMAN RESOURCES DEPARTMENT

STRATEGIC GOAL #3:

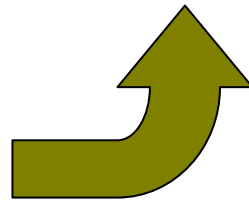
Competitive Pay and Benefits Plan

By 2010, Pinal County departments and employees will benefit from a competitive compensation and benefits plan and an enhanced flexible work structure as evidenced by:

- A salary plan for all classifications that leads the prevailing market (Apache Junction, Casa Grande, Chandler, Gilbert, Mesa, Phoenix, Temp, Tucson, Maricopa and Pima Counties) by 5%
- 100% of Pinal County employees will be on an approved and structured pay plan

Countywide Strategic Priorities

Does not align with Strategic Priorities





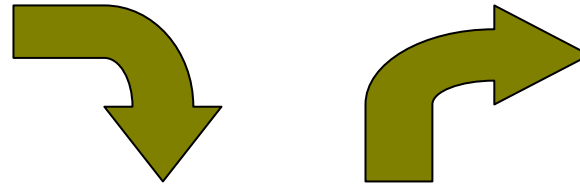
Pinal County Human Resources

Strategic Business Plan Alignment Map 4 of 5

Issue 5 – Pay-for-Performance Pay Plans

The continuing lack of pay for performance pay system, if not addressed will result in:

- Decreased employee motivation to go above and beyond job requirements
- Continued reliance on inadequate job descriptions and employee performance appraisals
- Continued lack of individual employee recognition for a job well done



HUMAN RESOURCES DEPARTMENT STRATEGIC GOAL #4: Pay-For-Performance

By 2012, managers and employees will benefit from a pay plan that promotes and rewards sustained superior performance as evidenced by:

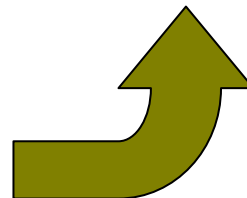
- 80% of employees receiving annual merit increases determined by the results they achieve meeting or exceeding Managing for results measurable criteria

The purpose of the **Compensation Activity** is to provide pay services to applicants and employees of Pinal County so they can work in a financially competitive environment.

5. 80% of employees receiving a performance rating that appropriately reflects their productivity as measured by Managing for results criteria
6. 80% of employees receiving annual merit increases determined by the results they achieve meeting or exceeding Managing for Results measurable criteria

Countywide Strategic Priorities

Does not align with Strategic Priorities





Pinal County Human Resources

Strategic Business Plan Alignment Map 5 of 5

Issue 4 – Institutional Memory

With 20% of the Pinal County Government workforce that will be eligible to retire in the next three years, which if not addressed, the loss of key institutional memory will result in:

- Decrease in the quality of customer service
- Increased costs of recruiting and retention
- Insufficient numbers of trained and experienced managers
- Inability of County departments to provide responsive service



HUMAN RESOURCES DEPARTMENT STRATEGIC GOAL #5: Workforce Development

By 2011, Pinal County will benefit by being better prepared to replace exiting employees with qualified applicants as evidenced by:

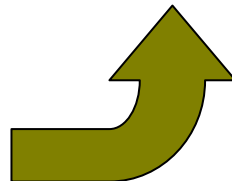
- 5% of executive and managerial job openings filled with qualified internal candidates.
- 25% of supervisor and managerial employees will have completed the supervisor/manager level training which is either sponsored or developed by HR or a separate training that is approved by HR.

The purpose of the **Training and Development Activity** is to provide consultation, curriculum and training services to Pinal County employees so they can improve their professional skill set to advance the County priorities and deliver the best services possible to Pinal County residents.

1. 25% of supervisor and managerial employees will have completed the supervisor/manager level training which is either sponsored or developed by HR or a separate training that is approved by HR.
2. 70% of trained employees who demonstrate improved skill knowledge through pre and post training testing
3. 70% of managers responded there was improved proficiency in their employees, 6 months post training

Countywide Strategic Priorities

Regional Leadership





Pinal County Human Resources

Cross Cutting Issues

Issue #1: Department Involvement

Strategic Goal #2: Improved Access to Services

Cross Cutting With: all originating departments, Budget Department, and County Executive Office

Need(s): All Capital Improvement Program items and all County plans and programs that include HR impacts will be approved by HR prior to final approval

Issue: N/A

Strategic Goal #3: Competitive Compensation/Benefits

Cross Cutting With: all County Departments (i.e. accurate job descriptions, regular recruitment feedback)

Need(s): Need for continual and regular communication between HR and departments regarding quality of recruitment and accuracy of job duties listed in job descriptions

Issue #5: Pay-for-Performance Pay Plans

Strategic Goal #4: Pay-for-Performance

Cross Cutting With: the County Executive Office and all other Departments (i.e. accurate performance assessments)

Need(s): accurate performance assessments; development of a pay plan that promotes and sustains superior performance

Issue #: N/A

Strategic Goal #5: Workforce Development

Cross Cutting With: All Departments and Managers

Need(s): Need for continual and regular communication between HR and departments regarding employee skills deficiencies; and follow up support of the training programs that address those deficiencies so that we are better prepared to replace our exiting workforce