

Action Plan  
 For  
 Human Resources/Finance Employee's Satisfaction Survey  
 For items with a satisfaction level of less than 30%  
 March 28, 2008

<b>1. My suggestions for improvement are taken seriously by my management.</b>			
Key Action Steps/Activities	Target Completion Dates	Person(s) Responsible	Status/ Progress Update
Employees will provide written suggestions to management to ensure management is aware of what is being suggested.	Managers or the Director will respond to suggestions within one week of receipt.	All suggestions and management recommendations should be copied to the respective Director so they are aware of the issues.	
<b>2. Management rewards exceptional service.</b>			
Key Action Steps/Activities	Target Completion Dates	Person(s) Responsible	Status/ Progress Update
Managers/Supervisors will email employee a thank you for a "job well done" and the Director with the employee's accomplishments (performance was clearly above and beyond standard performance) as they occur. Employee can also tell the Supervisor and Director when they feel they have performed well. Director determines if Assistant County Manager or County Manager should also be notified.	Start immediately	Every Supervisor/Manager in Finance and Human Resources.	

Managing for Results – Pay for Performance (revamp the performance management system)	7/1/10	Mike Arnold	

**3. Within the County there is effective coordination/communication among departments.**

Key Action Steps/Activities	Target Completion Dates	Person(s) Responsible	Status/ Progress Update
Send out Countywide emails before any change occurs to notify employees of the change. Example: When the decision was made to remodel Finance send out an email letting people know about it.	Immediately	Victoria Prins for Finance and Mike Arnold for Human Resources. Staff should feel comfortable with bringing these items to management if they do not see a broadcast going out.	
Develop a “bulletin board” on the intranet that will let people know what is going on in the Human Resource and Finance Departments. Ask Manny to see if this could be implemented in all his departments and ask the other Assistant County Managers if they would also implement.	5/31/08	Jane Cisco for Finance and Shirley Tipton for Human Resources	
Pass out BOS agendas to staff so they are aware of what is happening at the Board Meetings.	Immediately	Gary Templin in Finance and Lyn Lipson in Human Resources.	

**4. I feel valued by the County.**

Key Action Steps/Activities	Target Completion Dates	Person(s) Responsible	Status/ Progress Update
Create a “Spot Award Form” that employees can give each other when they witness something that they would like to	4/30/08	Suzanne Alberts volunteered to create a form.	

recognize the employee for.			
Develop recognition program for Finance and Human Resources that recognizes the number of years an employee has been with the county in 5 year increments. Terry Doolittle (Manny Gonzalez in his absence) will hand out awards at staff meeting.	Program will be developed with award choices by 5/31/08	Finance and Human Resources will each assign a team of individuals to make a recommendation of what the awards should be.	
Develop monetary reward plan to reward individuals when they receive their degree or an additional certification.	This will be forwarded to the County Manager as a recommendation by 4/30/08	Mike Arnold	
<b>5. My department is adequately staffed for the work we are asked to do.</b>			
Key Action Steps/Activities	Target Completion Dates	Person(s) Responsible	Status/ Progress Update
Additional staff will be requested during the budget process.	3/7/08 is the budget deadline for CIP requests	Victoria Prins and Mike Arnold	
<b>6. Overall, morale is good among the employees working for the County.</b>			
Key Action Steps/Activities	Target Completion Dates	Person(s) Responsible	Status/ Progress Update
Create a "Spot Award Form" that employees can give each other when they witness something that they would like to recognize the employee for.	4/30/08	Suzanne Alberts volunteered to create a form	
Send out an email each week that describes "the good things" that happened in the department the week before.	4/1/08	Mike Arnold and Victoria Prins. Input should be received from each supervisor of the accomplishments.	

Staff wants to have one on one meetings with Manny.	4/30/08	Manny will begin "Talk to Manny" meetings similar to what Terry Doolittle is doing.	
Extra "Jeans Day" reward for good work.	Immediately	HR Management Team for HR and Finance Management Team for Finance.	

**7. Management rewards innovation.**

Key Action Steps/Activities	Target Completion Dates	Person(s) Responsible	Status/ Progress Update
Managing for Results – Pay for Performance	7/1/10	Human Resources	

**8. Promotions and recruitments in the County are handled fairly.**

Key Action Steps/Activities	Target Completion Dates	Person(s) Responsible	Status/ Progress Update
Staff feels that all positions are not always posted and everyone does not always have an opportunity to apply for a position. All positions that are covered by Merit System Rules (see #5 explanation below) are posted and all employees will have an opportunity to apply. The Appointing Authority determines if an "At Will" position should be posted or the individual is simply appointed.	Currently in place	Mike Arnold and Victoria Prins	

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Suggestions heard at our Employee Meeting that will not be followed up on at this time.

1. **Experience should be able to take the place of degrees in all County positions.** There are, and will continue to be, classifications that require a Bachelors or other advanced degree. It has been proven that individuals that obtain degrees beyond High School rise higher up the career ladder and earn more than those that do not. This is why Pinal County has chosen to offer a very good tuition reimbursement program and why we encourage all employees to work to advance themselves through the use of this program.

The Fair Labor Standards Act provides limited exemptions from the overtime requirements of the Act. The Professional Exemption, which applies to such classifications as Accountant III and Budget Analyst state “The employee’s primary duty must be the performance of work requiring advanced knowledge in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction. Predominately intellectual in character that includes work requiring the consistent exercise of discretion and judgment. The advanced knowledge is generally used to analyze, interpret or make deductions from varying facts or circumstances. This cannot be attained at the High School level. The exemption also does not apply to occupations in which most employees acquire skill by experience.

2. **If a person has more experience/education then the position calls for then they should get additional step increase(s).** The County currently has in place the ability to bring in someone at a higher level than a Step 1. This is done when the person has more than beginner experience and/or additional education that will help them get up to speed in the position faster than someone without the experience/education.
3. **Tuition Reimbursement should be given at 100% for every passing grade instead of the way it is currently administered.** The reason this will not be followed up at this time is Management sees a benefit of giving an extra incentive to individuals that go the extra mile to receive an A in the course instead of giving the same benefit for individuals receiving a C. It goes along with the “Pay for Performance” concept that the County is moving to.
4. **Elected Officials don’t seem to follow the same rules when promoting individuals that the Finance and Human Resources are following.** There are two types of positions in County service. Those that are covered by the Merit System Rules and those that are not covered (“At Will”). All recruitment for positions covered by the Merit Rules must follow the steps outlined in the Merit Rules. Positions that are “not covered” are positions that serve at the will of the Appointing Authority. Since they are not covered, the recruitment for these positions is not required to follow the same process as those that are covered. In fact, an Appointing Authority can simply appoint an individual into a position (without posting the position) that is not covered under the Merit Rules.

