

2022 / Quarter 4

PROGRESS REPORT



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PRESENTED BY

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Director of
Human Resources



City of PALM COAST

Human Resources Department

To: Denise Bevan, City Manager
Date: 10/30/2022
Department: Human Resources Department
Director: Renina Fuller *RF*
Reporting Period: 4th Quarter FY 2022

Department Summary

The mission of the Human Resources Department is to consistently improve the city culture by enhancing the employee experience.

Our goal is to exceed the employees' expectations and promote equitable policies and practices. The department goal is to maintain an inclusive and diverse workforce that fosters a healthy, safe, well-equipped productive work environment for employees. Ensuring this keeps the City of Palm Coast as a regional employer of choice. Employees, their families, city departments, our community partners and the public remain aware of the City's ability to maximize individual potential and expand organizational capacity.

The role of HR is a partnership that supports and drives the primary goals of the city. A strategic HR partner bridges the gaps and provides responsive and innovative leadership, organizational development, employee communication, and support services for all City employees.

In December, the State of Florida started requiring each state agency to develop and implement a written veterans' recruitment plan. Currently the city offers Veterans Preference for qualifying applicants. A draft policy has been written and is waiting for the final legislation.

Q2 Update: We are still waiting the final ruling from the legislative body.

Q3 Update: Still waiting on final ruling from the legislative body.

Q4 Update: The legislation passed, and the new Veterans Recruitment Policy is being reviewed by legal. The new program and policy will be completed in FY23, Quarter 1.

Several HR employees are working with Finance and IT on the ERP implementation. We are committed to making certain the information in MUNIS is accurate and mapped to the correct fields. The upgrade is scheduled for the third quarter of FY 2022.

Q2 Update: The first ERP Go-Live Test did not go as planned. However, on the second attempt, there were no issues with the HR test environment. The new Go-Live is now set for Mid-May.

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Q3 Update: The ERP went live in May. The HR Department did not have any issues. All the data came over accurately.

Q4 Update: The MUNIS upgrade is underway and has made some HR tasks more efficient. However, the 2021 MUNIS upgrade is scheduled for FY23 Q2. This upgrade will have a greater effect on the entire HR department because it will have our forms and will keep our team from having to input data since the data will come through the workflow. This quarter, HR and Finance met several times to collaborate on the best way to tackle position control and job classifications in MUNIS. The HR team went into each employee's pay codes, (the average is 15 per employee) to encumber the codes so they will pull them into the Budget module in MUNIS.

Director's Goal Progress

Human Resources is one of the few departments that have the potential to highly impact the organization. From behind-the-scenes administration to internal communication, leadership training, and recruiting and onboarding programs, HR plays a critical role in company culture, employee engagement, and ultimately, business performance.

2022 Goals:

1. *Continue to be the Coach: Empower employees, foster department leadership, incorporate employee feedback, teamwork activities, training, reinforcement of the department's mission in concert with the organization's mission, communicate policy direction from leadership, cultivate culture while enforcing organizational values, reinforce work-life balance, health and have fun. Goal target is to dedicate a minimum of 10% (8 hours per pay period) to 20% across your department's leadership time to these activities.*

In the fiscal year 2022, the human resources team facilitated several in-person City-Wide trainings:

- April 2022 – Developed and conducted “Becoming a Great Leader” training
- May 2022 – City-Wide Harassment Training
- June 2022 – City-Wide De-escalation Training
- July 2022 – Annual TEAM Meetings
- July 2022 – Annual Benefits & Wellness Fair

Additionally, HR ensured the following required training for all city employees through Target Solutions was completed:

- Harassment Training
- Diversity & Inclusion
- Ethics Training
- Public Records Training

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The entire human resources team has participated in over 215 hours of training from webinars, conferences, team meetings, and seminars. A few of the training are listed below and ranged from recruiting, FMLA, and risk management, to properly documenting performance issues.

- Becoming a great leader
- Crafting an effective communication culture
- Recruit and retain top talent
- Recruiting strategy amid the talent shortage
- Inspiring loyalty – the secrets of employee retention
- Top 10 Risk & Compliance Trends & Predictions for 2022
- FMIT Employment Law Advisor Webinar: Returning to Normal
- Drug Testing in Challenging Times
- MUNIS 101 Upgrade training
- FMLA Compliance Update
- The Inflation Conundrum and Fixed Income in a Rising Rate Environment
- Risk & Compliance
- The FMIT Risk and Safety Department, What We Do?
- Mistakes HR professionals Make
- Fighting Compassion Fatigue
- Stress Management with Train Ovarions
- Multi-Year Impacts on the 2022 Compliance Calendar
- Mental Health Awareness for Leaders
- In the Weeds - Managing Marijuana in the Workplace
- Employee Benefits Trend Study
- How to Properly Document Performance Issues
- New, Active Approached to Employee Coaching & Recognition
- Save Time, Reduce Labor Costs, and Step up Your Productivity
- Accommodations under the ADA and Title VII
- Strategic Plans – Best Practices and Planning

2. *Continue to Drive Innovation: Identify two processes that can be improved to minimize budgetary impacts. Our organization strives to innovate and continue to showcase data-driven decision making through trends and targeted level of service performance. Innovation is more than just a means to progress forward. It provides new paths through imagination to create a better tomorrow for our staff and our community by providing a dependable and responsive workforce. Utilize KPIs, case management, GIS, work orders, field service lighting, customer satisfaction surveys, Munis, and other data resources to embrace the challenge.*

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The HR team in collaboration with the executive team and legal revised 15 policies this year. The Leave Conversion Policy afforded our employees the opportunity to convert or get paid 20 additional sick leave hours. The Tuition Reimbursement Policy was revised and if the employee passes the class, the city reimburses the employee 100% of tuition costs up to the maximum State of Florida tuition rate.

Process improvement: One process HR changed was having an HR team member participate in and attend interviews. By doing so we were able to identify gaps in the hiring process. One gap identified was the interview questions. Consequently, now human resources review the interview questions prior to the interviews to ensure there are no inappropriate questions being asked. We were also able to pinpoint one reason we were losing applicants. Several departments were waiting for the position posting to close before reviewing applications and scheduling interviews. We started encouraging hiring managers to immediately schedule interviews with any applicant they feel may be qualified and not wait for the position to close.

Another process improved was Orientation/Onboarding. We combined our communications with the applicants and developed a Conditional Offer letter and a Final Offer letter. This has cut down on the amount of time it was taking to get information to and from our future employees.

A part of the background check process is running a driver's license report. We were also able to improve this process by obtaining an online company to run the reports saving approximately \$20 per report and getting immediate results. This keeps our human resources employees from going to the courthouse every time we hire a new employee.

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Key Performance Indicator Updates:

Department KPI	KPI Goal	Quarter 2 Progress	FY 2022 Progress to Date	Comments	
<i>Decrease the number of days from the time HR receives the new hire PAF to the time the candidate is ready to start</i>	15 days or less	<p>This KPI is still currently tracked manually.</p> <p>The average number of days from when HR receives the PAF to the time the candidate is ready to start averaged 10 days this quarter.</p>	100%	Human Resources processed 19 new hires and processed 365 PAFs in the 4 th Quarter.	
<i>Increase the average time employees stay with the City (measured-semi-annually)</i>	Increase employee development and satisfaction	<p>This KPI is still currently tracked manually.</p> <p>The average full-time employee stays employed with the city for an average of 7.5 years.</p> <p>The turnover rate for FY2022 remains under 12%.</p>	100%	<p>Human Resources will continue to look for ways to engage our employees.</p> <p>Also coordinated the Biggest Looser Contest, Holiday Honors Event, Public Services Appreciation Breakfast, and Employee Appreciation Luncheon.</p>	

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Department Highlights:

Awards

In August 2022, Florida Municipal Insurance Trust (FMIT) awarded the City of Palm Coast the Human Resources and Risk & Safety Management Processes Partnership Award.

The FMIT Partnership Award is designed to recognize members' successful insurance processes, risk management efforts and other proactive measures that improve the quality of life in their community and working environment.

Highlights

In FY 2022, the human resources department processed:

- 1,464 Personnel Action Forms
- 185 new hires
- 229 terminations

Human Resources strives to ensure a positive employee experience year-round. A few highlights from FY 2022:

- Various Wellness contests such as the Biggest Loser and the Mayor's 90/90 Challenge to promote health
- Holiday Honors Event to recognize employees for their years of service and encourage team cohesion
- Annual employee calendar using drawings from our employees' children
- Public Service Appreciation Week breakfast for all employees
- Bio-Metric Screening onsite to promote health
- Numerous City-wide training opportunities
- Safety Team
- WHAM Team
- Benefits Team
- Policy Review
- Retirement Committee
- Process Improvement Team

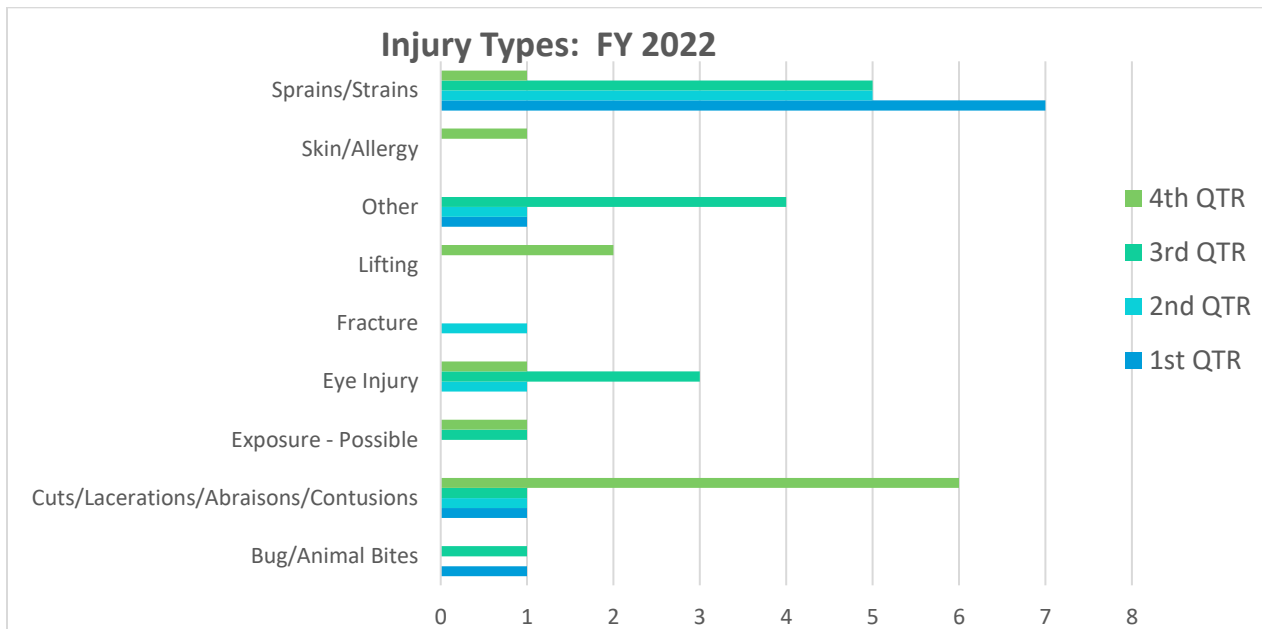
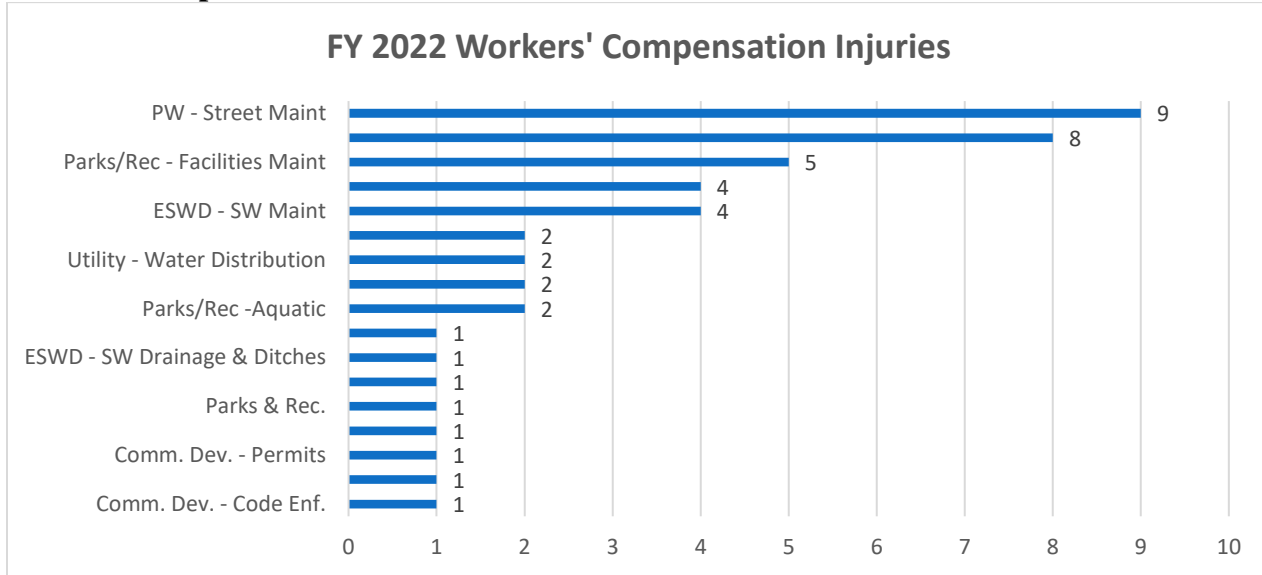
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Charts & Graphs

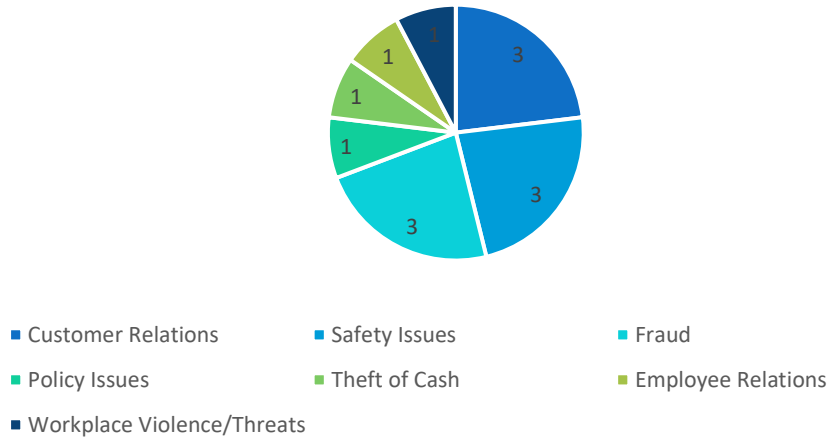




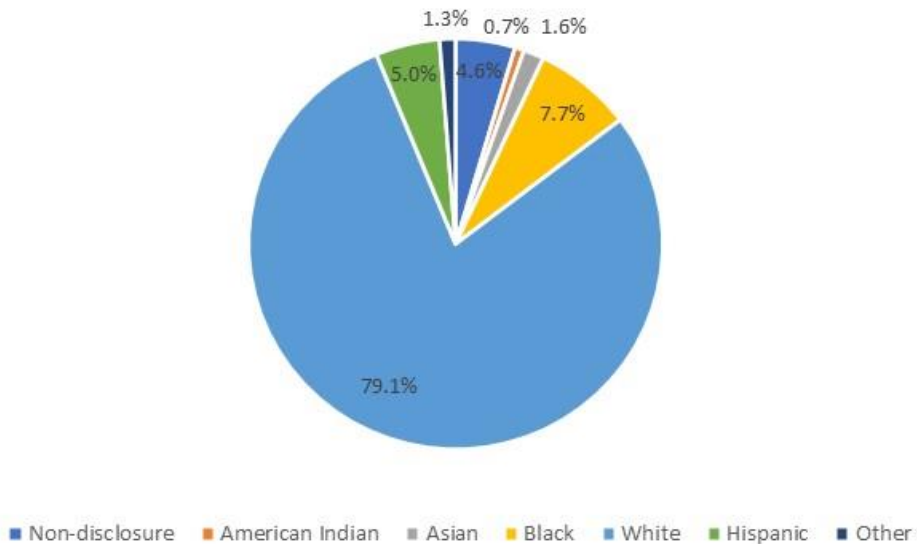
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FY 2022 Ethics Point Cases



City of Palm Coast Employees by Race



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Palm Coast Population by Race

Show Source

Population by Race ?

Total Hispanic Non-Hispanic

CSV JSON

Race	Population	Percentage
White	68,351	77.48%
Black or African American	9,984	11.32%
Some Other Race	3,892	4.41%
Two or More Races	3,122	3.54%
Asian	2,581	2.93%
American Indian and Alaska Native	152	0.17%
Native Hawaiian and Other Pacific Islander	140	0.16%

