

# Sarasota County Government

## STAFFING STRATEGY

By: Rick Baron, PHR  
Employment Manager  
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### 1. Introduction

In support of the mission and vision of Sarasota County Government, it is deemed necessary to develop an enterprise-wide strategy concerning human resource staffing. Such a strategy must take into consideration current and future organizational needs and must be flexible to adjust to the changing needs of the organization.

Sarasota County will strive to hire only those who exhibit traits that reflect the mission, vision, and values of the organization for the purpose ensuring the future delivery of high quality services.

The following strategy is not a definitive representation of the techniques and approaches of staffing, but stands as a guideline for global and business center staffing operations.

### 2. The Case for Having a Staffing Strategy Statement

The success of this organization lies with the potential, abilities and achievements of its staff. Staff salaries alone represent one of the largest recurring costs to the county and that is before any consideration is given to other staff related costs such as the recruitment process, staff development, etc. Given this County's expenditure and reliance on its staff, for these reasons alone the county should be devoting time and thought to the development of a staffing strategy.

Elements considered should include:

- The continuous change in the external environment in which this County operates.
- Trends and developments in human resource management as a profession and the impact of legislative changes.
- The increasing competition that now exists between organizations for employees.

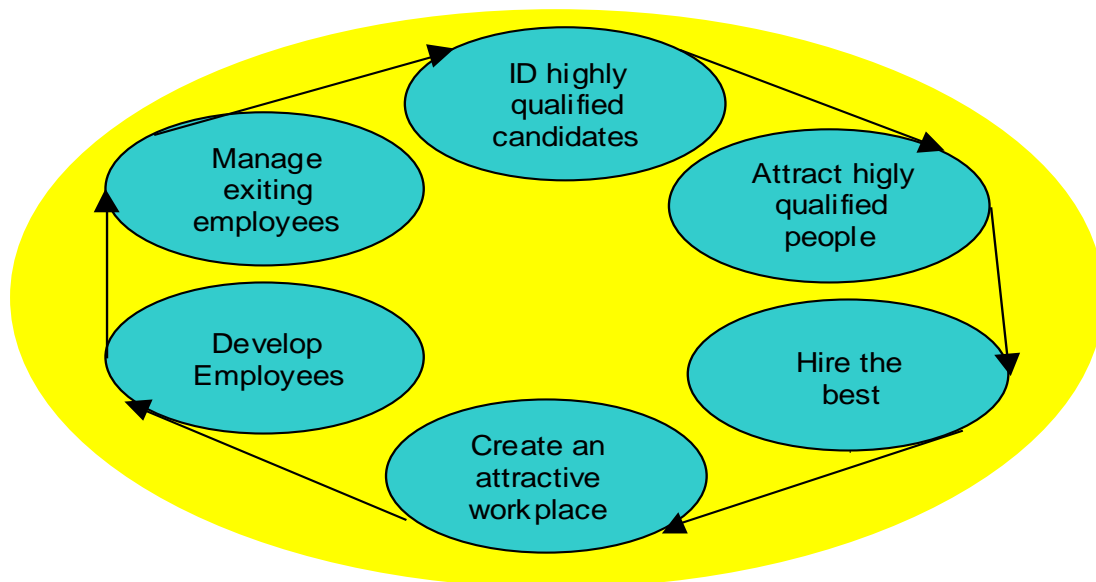
It is essential that the staffing strategy supports and furthers the county's strategic objectives. The challenge for this organization is to ensure that the staffing strategy is integrated into the overall business strategy. In order to achieve this, thought must be given to the integration that should exist between the operational strategies for the organization and the staffing strategy, as the two are linked. The aims and objectives of the former cannot be met without thought being given to the latter. The outcome of an integrated business/staffing strategy is a framework for incorporating HR practices into the decision making process to ensure results.

### 3. Staffing Strategy Statement

If the county is to achieve its strategic aim perhaps the most critical factor will be the excellence and commitment of the county's staff. In human resources terms through the attraction and retention of such staff and the maintaining of the quality of their contribution to the county. This document will outline broad aims and objectives for the county's staffing strategy to include detailed and specific aims and objectives, which will follow therefore.

The Employment section of Human Resources will assist and support the county in meeting its strategic aims and of becoming an "Employer of Choice" by:

- ❑ Identifying highly qualified candidates
- ❑ Attracting highly qualified people
- ❑ Hiring the best qualified applicant
- ❑ Support the organization to become an attractive workplace
- ❑ Support the development of productive and committed employees
- ❑ Manage exiting employees to ensure effective replacement and data collection
- ❑ Recognize and understand that this process is a circular, continuously improving process.



Human Resources/Employment intends to achieve this by developing the following number of essential result areas:

□ *Identifying highly qualified candidates*

Initiatives:

1. Staffing Model: A series of essential traits should be identified and introduced into all segments related to programs of recruitment. This model will interrelate with the values and core competencies of employees for Sarasota County.

□ *Attracting highly qualified people*

Initiatives:

2. Engagement: Efforts to entice and inform individuals related to employment with Sarasota County Government.
  - 2.1. Marketing-Based Programs: Human Resources/Employment will prepare and introduce a series of programs dedicated to introducing Sarasota County as an employer of choice. All such programs will be prepared to act as a communications and informational vehicles related to employment opportunities with Sarasota County.

Programs will target specific groups, to include:

- 2.1.1. Professionals
  - 2.1.2. Managers
  - 2.1.3. Skilled Trades
  - 2.1.4. Graduates
  - 2.1.5. Diversity Applicants
3. Communication/Public Relations: Vehicles to advertise open positions and promote Sarasota County shall include:
    - 3.1.1. Newspaper
    - 3.1.2. Internet
    - 3.1.3. Television
    - 3.1.4. Radio
    - 3.1.5. Direct Mail

4. Organizational Promotion: Human Resources/Employment will make every effort to partner with existing promotional events and community relations efforts to take opportunity to inform the public as to opportunities with Sarasota County.
5. Value Added Promotion: Human Resources/Employment will provide information and training to the public by way of seminar and informational session utilizing employment skills training as a vehicle to introduce Sarasota County as a potential employer.
6. Recruitment:
  - 6.1. Advertisement: A consistent message in look and feel shall be incorporated into any employment advertisement plan. The use of modern marketing and advertisement techniques will promote the organization to suit the individual needs of the potential applicant to encourage employment application.
    - 6.1.1. Centralized: Human Resources/Employment will provide continuous employment advertisement plan for the organizations as a whole. This shall be a distributed system of new and existing media that spans multiple geographical areas. Reasonable research and measurement will be conducted to determine the best venues and message for the advertisement.
    - 6.1.2. Business Center: The individual Business Center will conduct specialized advertisement, as they deem necessary.
  - 6.2. Direct Contact: Understanding that managers and employees through their interactivity with the public will identify individuals who hold potential as a successful candidate for employment. This mindset should be introduced and encouraged.
    - 6.2.1. Centralized: Human Resources/Employment will introduce tools and training to assist employees communicates the recruiting message of Sarasota County. The Recruiter mentality will be strong with this organization and it shall be a key point in the identification of potential applicants.
    - 6.2.2. De-Centralized: Business Centers will be encouraged to point their applicants to the county hiring system and act as an advocate for that applicant within ethical requirements.

□ *Hiring the best qualified applicant*

Initiatives:

7. Selection

- 7.1.1. Standardized Process: A process of selection will be established to Ensure that all applicants are proceeding through a standardized system that is legal, ethical and equitable.
8. Testing: Reasonable work-product related evaluations should be introduced as another venue of applicant assessment.
9. Hiring Process: Staffing shall use a standardized process that is expedient as well as accurate.
10. Establishing Staffing Needs: Human Resources/Employment shall act as a consultant in guiding Business Centers in determining and optimizing staffing levels and work schedule arrangement.
11. Position Review/Requisition/Approval: Human Resources/Employment will continue to support the current system of position review as well as requisition and approval. Since these systems are currently imbedded in the fiscal/financial programs of the county, Human Resources/Employment will support the change to a more departmental accountability related to staffing allocations.
12. Applicant Management: Human Resources/Employment will continue to be the point contact with relation to the collection and processing of applicants. PATS (Paperless Applicant Tracking System) will become the single point of applicant data collection. Human Resources/Employment will strive to make improvement changes and resource planning for future systems.

□ *Support the organization to become an attractive workplace*

Initiatives:

13. Diversity: Every effort will be made to introduce more diverse applicants. The advantages of having individuals with a multitude of backgrounds will assist the county in understanding their customers and create a richer internal culture. Diversity applicants will be encouraged to apply and all advertisement and outreach initiatives will include the attraction of diversity

candidates in order to match and eventually surpass affirmative action projections.

14. Veterans: Selection process and recruitment advertisement will incorporate added consideration concerning the hiring of veteran's.

□ *Support the development of productive and committed employees*

Initiatives:

15. Environmental/Competitive Review: Regular review of current employment practices, human resources best practices, as well as hiring trends within the private and public sectors will be considered. It is important that Sarasota County Government first establish itself as an "Employer of Choice", then make the necessary updates and initiatives to remain in that position. This will ensure that Sarasota County always count on a high quality of applicants and position candidates.
16. Talent Management: Human Resources/Employment will have a principle role in identifying the knowledge, skills, and abilities that are present within current employees. Further, it is necessary to track and recommend better utilization of this knowledge throughout the organization.
17. Identification: Human Resources/Employment shall work with information technology and organizational development efforts to create a system to identify and track knowledge throughout the organization.
18. Reallocation/Reassignment: Human Resources/Employment shall work with Business Centers to identify areas of need and recommend existing employees for assignment throughout the organization.

□ *Manage exiting employees to ensure effective replacement and data collection*

Initiatives:

19. Exit Interviews Survey: Human Resources/Employment will develop processes and measure to collect information from exit employees to identify needs for future retention initiatives.

- *Recognize and understand that this process is an circular, continuously improving process.*

Initiatives:

- 19. Metrics and Measurement; Human Resources/Employment will measure, evaluate, and report critical information to determine effectiveness and reasonable return to internal customers and the citizens of Sarasota County.
  - 19.1. Costs: Every effort will be made to control costs and make effective spending choices. Measurements in the areas of cost-per-hire, advertisement and return on investment will be monitored.
  - 19.2. Time: Understanding that vacancies create a burden on the organization, Human Resources/Employment will measure and strive to close the time from vacancy opening to filling the position.
  - 19.3. Return: Measurement of the effectiveness and return on investment concerning the staffing function shall be monitored. Human Resources/Employment will consider alternatives concerning technology replacement and outsourcing as always existing alternatives.

