

MIAMI-DADE COUNTY
INTERNAL SERVICES DEPARTMENT
FLEET MANAGEMENT DIVISION
RECRUITMENT, DEVELOPMENT & RETENTION



Speaker: Alex Alfonso, Division Director
Miami-Dade County, Internal Services Department
Fleet Management Division



WHAT DO WE DO?

The mission of the Fleet Management Division (FMD) is to provide a comprehensive program that fulfills the mobile equipment needs of our County customers through cost effective practices and a focus on quality service. The Division is responsible for the acquisition, maintenance, fueling and disposal of Miami Dade County's mobile equipment fleet.

The Division provides vehicle maintenance and repairs to a diverse fleet of approximately 9,000 equipment vehicles belonging to 25 County agencies including police cars, garbage trucks, buses, and off road construction type equipment at its 19 repair shops. It also provides unleaded and diesel fuel to 12,000+ County owned/rented vehicles and to various other local municipalities and governmental entities from its 29 fueling stations.

In Fy 17/19, we dispensed approx. 3.84 Million gallons of diesel and 7.05 millions gallons of unleaded fuel.



FLEET MANAGEMENT TEAM



Alex Alfonso
Division Director, ISD



Ortega, Rosa
Fleet Administrative Manager

Administration and Budget




Manny Morera
FM Training Specialist, ISD

Safety and Capital



Pete Moolah
Fleet Management Service Manager, ISD



Yoamel Zequeira
Service Manager, ISD



Rey Llerena
Manager Equipment and Contracts, ISD



Stephens, Scott
ISD Manager, Fuel Operations & Support



Abascal, Antonio
Assistant Service Manager, ISD



Luis Duarte
Assistant Service Manager, ISD

Light Operations

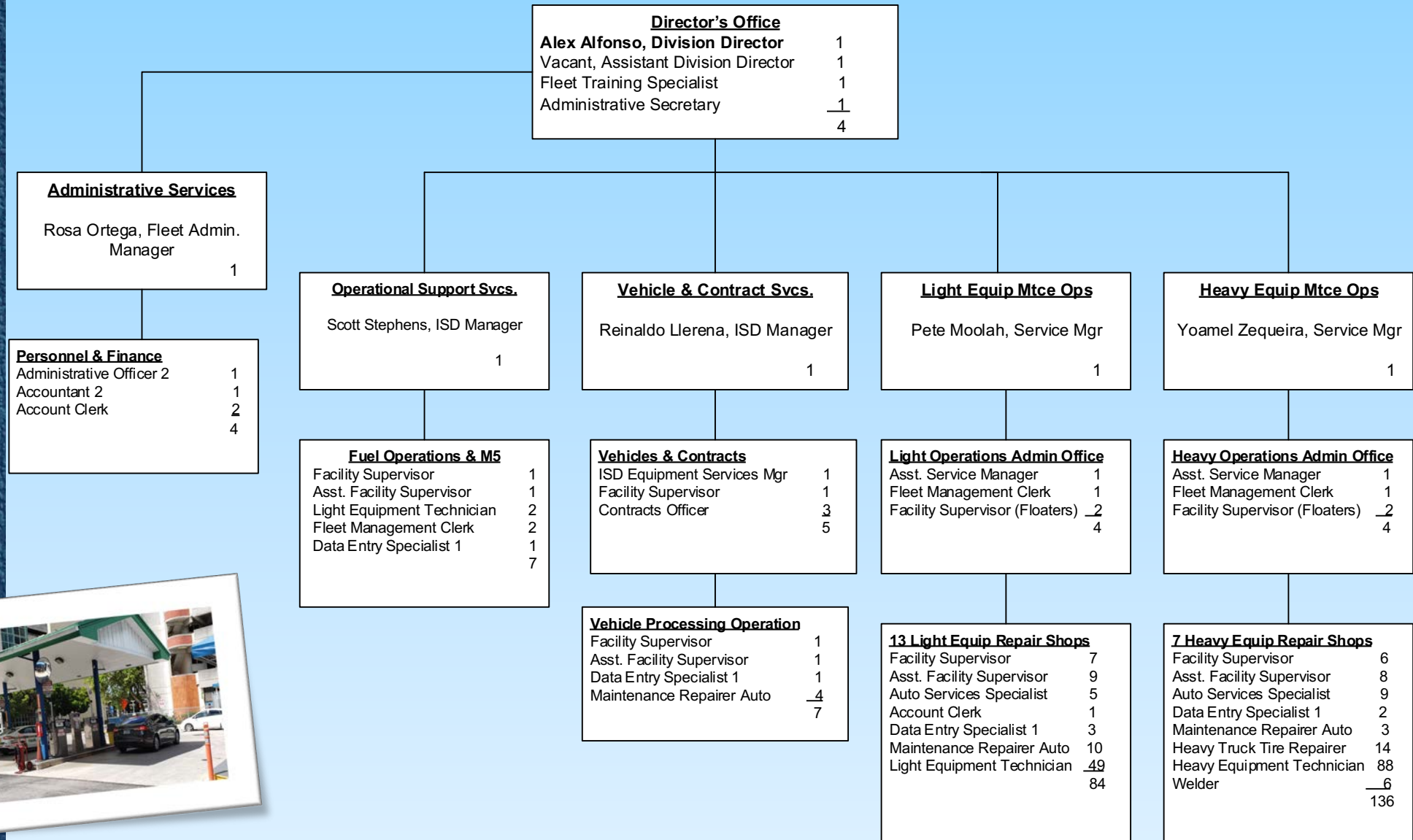
Heavy Operations

Procurement and Purchasing

Fuel Operations and Internal Systems

260 Total Positions

ISD Fleet Management Division Table of Organization

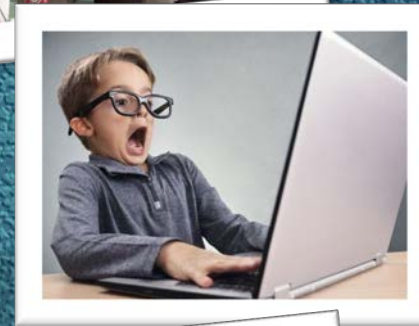


HIRING CHALLENGES: INDUSTRY AND BEYOND....



Career Tracks in Fleet:

- Younger Generations not interested in industrial jobs (Mechanical, construction, etc.)
- Government agencies finding difficult to compete with others agencies at entry level pay.
- Employees retention is difficult due to other job options (competing public /private industry)
- Applicants do not have the required skill sets to perform the requirements of the job.
- Employee expectations are not in alignment with job realities (got learn how to walk before you can run or “I want to get promoted after being here a month”)



PAY AND BENEFITS: MIAMI-DADE COUNTY



Employee Benefits

Miami-Dade County provides a comprehensive and competitive benefits package that supports you and your family. This [Benefit Highlights Guide](#) provides an overview of your benefits, guidance for new hires and existing employees on enrolling and making benefit changes, and information on additional employee services and how to access them.

- Group Medical**
 As an eligible Miami-Dade County employee, you may enroll yourself and eligible dependents for coverage in one of the offered medical plans.
- Group Dental**
 You may enroll yourself and your eligible dependents for dental coverage even if you decline the medical coverage.
- Group Vision**
 The MetLife Vision Plan is available to all employees eligible for medical and dental coverage, regardless of union affiliation.
- Dependent Eligibility**
 You may cover your spouse or domestic partner and dependent children under your medical, dental and vision plans. Learn more about the requirements for dependent eligibility.
- Changing Coverage**
 Once the annual open enrollment period closes, you may add or delete dependents to your health plan only under limited circumstances known as a Qualifying Event.
- COBRA**
 COBRA requires continuation coverage to be offered to covered employees and their covered dependent(s) when group health coverage would otherwise be lost due to certain specific events.

Supplemental Benefits

- Group Term Life Insurance**
 If you are like most people, you want to make sure that your loved ones are adequately provided for should something happen to you.
- Legal Services**
 The prepaid legal plan offers affordable and unlimited access to professional attorneys for a wide array of legal needs.
- Deferred Compensation**
 The Deferred Compensation Plan is a tax deferred savings plan that can be used at retirement to supplement your Florida Retirement System and Social Security benefits.
- Disability Insurance**
 If you are absent from work due to your own medical condition, disability insurance will replace a portion of your income.
- Leave of Absence**
 A leave of absence is an approved absence without pay for a maximum period of one year.
- Flexible Spending Account**
 When you set up a Flexible Spending Account, the funds are deducted from your salary before taxes are withheld.
- Employee Support Services**
 Employee Support Services are available to all Miami-Dade employees and their eligible dependent family members.
- Wellness Program**
 The County's Wellness Program features health fairs, nutrition and education sessions, onsite health coaches and much more.
- Employee Recognition**
 Miami-Dade County's Employee Recognition Programs are designed to recognize employees who demonstrate exceptional service and achievements in their public duties.

Retirees



Florida Retirement System

General financial guidance and pre-retirement financial planning to help all Florida Retirement System (FRS) members through the process.

[FLORIDA RETIREMENT SYSTEM](#)



FRS Retirement Eligibility

Miami-Dade County provides retirement benefits for eligible employees through the FRS.

[FRS RETIREMENT ELIGIBILITY](#)



Insurance for Retirees

You must complete and submit a Retiree Insurance Application to the Benefits Administration Unit to continue your coverage into retirement.

[INSURANCE FOR RETIREES](#)



Retirement Forms

Here you'll find all forms related to election, enrollment, insurance claims and deferred compensation.

[RETIREMENT FORMS](#)

Holiday & Leave Time:

- Two weeks annual leave (Max accrual of 500-750 hrs.)
- Up to 13 paid holidays in accordance with bargaining agreements.
- 12 sick day for full employee (Pay out of 1,000 hrs. prior to 33 years, unlimited after 33 years)
- Tuition Refund Program: 50% reimbursement for accredited college.

CAREER TRACKS AND SUCCESSION PLANNING



Career Tracks in Fleet:

- Entry Level Positions
- Administration
- First Line Supervisors
- Middle Management
- Senior Manager
- *If there is no growth of challenge for your staff, then you will have no staff.*

Positions Type	Job Title	Min. Annual Salary	Max. Annual Salary
Entry	HEAVY EQUIPMENT TECHNCIAN	\$ 46,660	\$ 67,955
Career Track	HEAVY EQUIP TECH (Trainee)	\$ 44,327	\$ 64,558
Career Track	MAINTENANCE REPAIRER-Heavy	\$ 29,394	\$ 40,643
Entry	HEAVY TRUCK TIRE REPAIRER	\$ 29,033	\$ 39,417
Heavy Career Track			
Entry	LIGHT EQUIPMENT TECHNICIAN	\$ 38,992	\$ 56,221
Career Track	MAINTENANCE REPAIRER-AUTO	\$ 29,394	\$ 40,643
Light Career Track			
Mid-Level Manager	ISD Equipment Manager		
Career Track	Contracts Officer		
Entry	AUTOMOTIVE SERVICES SPECIALIST (Parts Person)	\$ 35,247	\$ 59,087
Adminstration Career Track			
Middle Manager	FLEET MGT TRAINING SPECIALIST		
Middle Manager	FLEET MGT FACILITY SUPERVISOR		
Career Track	FLEET MGT ASST FACILITY SUPV		
Career Track	HEAVY EQUIPMENT TECHNCIAN (Trainer Lead Worker)	\$ 48,993	\$ 71,353
First Line Supervisor Career Track			
Senior Manager	Div Dir 2, ISD (Fleet Mgmt)		
Career Track	ASSISTANT DIVISION DIR, ISD		
Senior Manager	ISD Service Manager		
Career Track	FLEET MANAG. ASSIST SERV. MGR.		
Senior Managent Track			



PURPOSE

FLEET'S HET TRAINEE PROGRAM

Shortage of trained Heavy Equipment Technicians (HET) industry wide— affecting Fleet's Heavy Equipment operation

HET Trainee Program was created to develop technical graduate students into HETs



SCHOOL OUTREACH

To counteract the rising number of HET vacancies (**annually between 10-11% attrition**)

To recruit graduate students from accredited trade schools into Fleet's HET Trainee Program

Develop a relationship with instructors who can promote the HET program

Maximize candidate selection and the potential of the HET program



NEXT STEPS:

Putting together a new program:

• Things we had to establish:

• The Program:

- Duration: 12 months / 26 Pay periods of on the job training under the guidance of a Trainer (Full time HET with Lead Worker Status)
- Training Modules:
 - Session 1: Preventive Maintenance (3 Pay Periods)
 - Session 2: Brake Maintenance (4 Pay Periods)
 - Session 3: Suspension, Steering, Drive Line Maintenance (4 Pay periods)
 - Session 4: Engine and Drive Train Maintenance (6 Pay periods)
 - Session 5: Hydraulic Maintenance (6 Pay periods)
- Testing: Each Session requires the completion of a **15 question multiple choice examination**. Questions are based on Automotive Service Excellence (ASE) Study Guides to ensure uniformity.
- 3 Pay Periods are left unscheduled to consider test days, leave time, re-testing, etc....

- At the completion of each phase the trainee is evaluated by the Trainer. Where both positive and areas of improvement are documented.
- Each session is allowed two attempts to pass the examination.
- If they are successful, the Trainee moves on to the Full-time Heavy Equipment Technician.

• The Memo of Understanding (Union):

- Working with our Labor Management, we drafted a MOU outlining the conditions of the program and how it relates to employee rights:
 - Accrual Annual and other types of Leave.
 - Eligible of Premium pay and Flex Benefits
 - Health Insurance
 - Retirement benefits
 - Eligible for Merit increase
 - Social Security benefits





IMPLEMENTATION:

One thing is to plan, another is to Implement:

- The Memo of Understanding was signed on July 26, 2016.
- We actively recruited from area vocational schools.
 - Sheridan Technical College (360 Hours Program)
 - Miami Lakes Technical College (300 Hour Program)
 - Robert Morgan Vo-Tech (1800 Hour Program)
- We were able to hire three Trainees, however....
 - 2 Left for unrelated promotional opportunities.
 - 1 demoted back to previously held county position, did not realize the intensity of HET work.
- Presently, we have graduated 5 trainees and are in the process of hiring 3 new trainees.





TRAINING: OPPORTUNITIES AND GROWTH

Planning ones obsolescence:

Core: All the Basic Training all employees have to do.

Optional: Specialized/Subject Matter Training. Includes Automotive Services Excellence (ASE) and equipment repair specific training.

Supervisory: First line and Middle Manager.

Continued: Advanced technical and analytics training.

Government Fleet is a business, it is time we treat it like one.

ISD Fleet Training	
C o r e	NEW EMPLOYEE ORIENTATION
	EMPLOYEE PROTECTION ORDINANCE
	SERVICE EXCELLENCE ONLINE
	KNOW YOUR COUNTY GOVERNMENT ONLINE
	PREVENTING SEXUAL HARASSMENT
ANTI-HARASS-CIVAINLITTIY-HARASSMENT & CIVILITY TRAINING	
O p t i o n a l	DEALING WITH DIFFICULT PEOPLE
	STRESS MANAGEMENT ONLINE
	STRUCTURED INTERVIEW AND SELECTION TECHNIQUES
	THE ART OF ORAL PRESENTATION
	TIME MANAGEMENT SKILLS ONLINE
	VIOLENCE IN THE WORKPLACE
Supervisory	WORKPLACE CIVILITY AND RESPECT
	EFFECTIVE MANAGEMENT SKILLS
	FRONTLINE LEADERSHIP DEVELOPMENT PROGRAM
SUPERVISORY LEADERSHIP DEVELOPMENT PROGRAM	
C o n t i n u e d	Asset Work M5 Fleet Management Software
	<i>User Training</i>
	<i>Ad Hoc Reporting</i>
	<i>Creating Dash Boards</i>
	LEAN SIX SIGMA CREATIVE THINKING
	Agile Production Management
	Power BI (Business Intellegence)
Microsoft Teams	
Budget and Development	



RETENTION: HOW TO KEEP THE TALENT YOU GOT..

The Secret: Pay isn't everything....

- Treat people with respect.
- Take the time to say the following:
 - Thank you
 - Your doing a good job
 - How are you and your family doing?
- If they are sick or injured?
 - Call them or visit them and see how they are doing?
- Remind people why they are important to the team
- Treat them like they are family.





Thank you

