

Canaveral Port Authority Human Resources

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**“By failing to prepare, you
are preparing to fail.”**

— *Benjamin Franklin*



CPA Human Resource – Where we Were

- When I assumed the role of Interim CEO at the CPA, the Human Resources function reported to Finance and was seen as simply *an administrative function focused on tasks associated with processing transactions related to employees.*
- Because HR was seen as an “administrative function”, minimum staffing and financial resources were dedicated to the function.
- We kept our HR budget low by having a small staff of low paid employees and limited other expenditures for things like leadership training.



As a Result

HR Infrastructure	<ul style="list-style-type: none">• Inefficient processes and tools• Antiquated, inefficient HRIS system consumes many hours of labor to maintain; often resulting in inaccurate employee data• Employee Policies outdated by 12 years, causing significant confusion and poor decisions
HR as a Strategic Business Partner	<ul style="list-style-type: none">• Un-trusted HR staff• HR Staff not skilled in Business Acumen
Staffing	<ul style="list-style-type: none">• High Turnover (over 25%)• Poor Hiring Decisions at many levels including leadership• Poor reputation in the community as a place to work
Leadership	<ul style="list-style-type: none">• Inability to establish a strong, consistent leadership team needed to create and drive the Port's mission
Employee Morale	<ul style="list-style-type: none">• No Ethics Program to establish expectations for employee behavior• Low employee morale and engagement
Employee Development	<ul style="list-style-type: none">• Limited employee training including lack of Leadership Development
Cost	<ul style="list-style-type: none">• Very high hidden cost of turnover• High Legal fees to defend poor hiring and firing decision



Hidden Costs were Significant

- We were not paying attention to the hidden costs. Just a few examples include:
 - **Cost of Turnover:**
 - Industry Standard estimates cost of turnover to be 1.5 times annual salary.
 - With over 25% turnover at Port Canaveral, it is estimated that we spent over **\$4.1M** over a three year period to cover costs such as:
 - *Separation processing, unemployment claims*
 - *Coworker burden, overtime, added shifts*
 - *Hiring search firm or temp. agency*
 - *Advertisement: develop, place, cost*
 - *Interviewing, reference checking, drug testing*
 - *Orientation & on-the-job training*
 - **Cost of Legal Fees**
 - In 2013 alone, we spent over \$250K on legal and other consulting fees to defend mishandled employee terminations (and, one of the employees has returned to work; another may return soon).
 - \$250K is more than the total base salaries of the previous HR team in total
- And there's more, but this alone is enough to take pause and consider some changes.



Current State

Human Resources Mission:

To create a working environment where every employee feels valued, respected and heard and are able to do their best work in support of the goals of Port Canaveral. Canaveral Port Authority Strives to be one of the Best Places to Work in Florida.

Leadership Expectations have been established and communicated.

- All of our stakeholders, including employees will be treated with dignity and respect
- We will act with integrity and will be the model for leadership excellence
- We will all participate in leadership development to be led and organized by our Human Resources Department
- Our individual performance and rewards will be evaluated on a set of Leadership Competencies and Expectations.



Human Resources Going Forward

- Will be responsible to create and deliver the programs, processes and infrastructure to meet the Port's Strategic Mission and Goals.
- Will be represented as a core business competency and is represented by executive leadership on the Senior Leadership Team; has a seat at the Executive table.
- Is now staffed with a lean team to include experienced HR professionals and up and coming talent.
- Will be expected to contribute as a true business partner and will be held accountable to add value to the organization's overall strategic objectives with focus on strategy, implementation and administration.
 - **Strategy:**
 - Create and deliver a Strategic Integrated Talent Management Plan
 - Be a strategic business partner. Every decision, plan, or process will be aligned with the core business strategy.
 - Consider and recommend the strategic initiatives and impacts of talent and organization choices.
 - Participate, contribute and lead in business discussions.
 - **Implementation and Administration** of HR Policies, Procedures and Programs
 - Manage our most valuable assets of the organization— our human capital.
 - Create and administer efficient and effective systems, processes and tools.
 - Create and deliver value aligned with the organization's objectives.



What is Integrated Talent Management?

Talent Management is the pro-active, planned, and integrated process of ensuring that our organization has a continuous supply of highly productive individuals in the right job, with the right skills, at the right time to support our strategy and achieve business results. It is a continuous process that...

- Builds an image to attract the very best
- Ensures that new hires are immediately productive
- Helps retain the very best
- Develops talent throughout the organization
- Facilitates the continuous movement of talent to where it can have the greatest impact in the organization



CPA - Talent Management

Talent Mgt Process	Current State	Desired State
Talent Planning	NA	Strategic Process aligned with CPA Strategy; ID future needs
Recruiting	<ul style="list-style-type: none"> Tactical 	<ul style="list-style-type: none"> Strategic Improved interview skills to hire the “right person” Improved onboarding.
Performance Mgt	<ul style="list-style-type: none"> Ops & Police - works better For rest of organization: lacks alignment with organization goals. Supervisors not skilled 	<ul style="list-style-type: none"> Individual ee goals aligned with organization goals Development Plans Skilled supervisors
Learning & Development	<ul style="list-style-type: none"> Mostly Compliance oriented 	More resources allocated for leadership and high potential employee development
Career Planning	NA	Supervisors skilled in holding career discussion
Total Rewards	<ul style="list-style-type: none"> Annual Merit Budget Focal Point 	Pay for Performance; Aligned with goal achievement
Succession Planning	NA	<ul style="list-style-type: none"> Focused on Leadership Identify, develop and grow hi po ee’s
Measure and Report	As needed or requested	Establish meaningful metrics



“When you establish a destination by defining what you want, then take physical action by making choices that move you towards that destination, the possibility for success is limitless and arrival at the destination is inevitable.”

—
Steve Maraboli, *Life, the Truth, and Being Free*

