Employees’ Advisory Council Merit Pay Committee Meeting Minutes  
County Office Annex, Room 429, Clearwater, Florida  
Wednesday, November 14, 2018, 1:15 p.m. - 2:15 p.m.

Prepared by Charles Toney

1. Call to Order

2. Introductions
   - Committee open to all EAC Representatives – Present: Richard Carvale, Cindy Adkison for Randy Rose, Lisa Arispe, Clare McGrane, Charles Toney
   - Human Resources Representative – Meagan Decker.

3. Approval of Minutes
   - 10-17-18 EAC Merit Pay Committee minutes – motion to approve: Richard Carvale, 2nd: Charles Toney. Minutes approved.

4. Objective
   - Develop a merit based pay system to forward to Human Resources, Appointing Authorities including the County Administrator, and Personnel Board for consideration. Have a draft available and distributed prior to the April EAC / AA joint meeting.

5. Discussion
   - What is the cost of replacing an employee? This is the value added worth to keep an employee that is performing the job duties in a satisfactory manner. Meagan provided information on this question. Studies on the cost of turnover are all over the board depending on the position, difficulty of filling the position, location of position etc. but typical estimators are around 6-9 months of salary. It might be a high estimate but it is hard to take into consideration all of the impacts of turnover including your basic effort and time involved in recruiting, interviews and onboarding, training of new employee, and the cost to the department in terms of loss of productivity and impact on morale.

   - Employees should be able to achieve or be close to mid-point (market pay for satisfactorily performing the job) of their pay grade within five years.

   - Meagan provided information from exit interview surveys that indicates that one of the major reasons that people completing the survey report leaving is management issues. A possible solution discussed surrounding this issue was perhaps including a 360 input on management or supervisory level reviews to help with accountability and reduce turnover, grievances, and absenteeism.
The recommendation for merit pay is that it will be in addition to a general increase not replacing it. The general across the board increases should be tied to a general index, something that is already established.

6. Previous Items Noted
- The committee discussed the previously used merit pay system and will look at examples of the way it was used in the past and suggested changes for current situation use.

- Review previously used points / weighted merit based pay system. Examples of old form with impact and performance rating numbers – in process.

- Review previously used points / weighted merit based pay system. Reviewed the 400 point System - < 100 needs attention no merit, 100-200 Good 0-1% merit, 200-300 Very Good 1-2% merit, 300-400 Excellent 2-3% merit. The 100 point spread in each category could be divided by four and merit awarded at 0.25% increments.

- What is the cost of NOT having a merit pay system? – increased turnover, repetitive hiring, increased time for training. See cost of replacing an employee under Discussion items.

- Out of the box suggestion - Employee self-funding merit pay – retain an ongoing % of suggestion awards continued cost savings, capture a % of non-tax county income (fertilizer, real estate, energy, etc.)

7. Other Items to Consider
- Reminder – Clerk of the Court budgeting – all / any recommendations are to include Clerk of the Court personnel and a method for funding.

Lisa Arispe*    Donna Beim    Linda Cahill    Richard Carvale*    Leena Delli Paoli
Bill Gorman     Clare McGrane*    Doris McHugh    Marion Nuraj    Alicia Parinello
Randy Rose*     Charles Toney*    Jackie Warr

*EAC Representatives in attendance at this meeting. (Cindy Adkison for Randy Rose)