



Employees' Advisory Council Merit Pay Committee Meeting Minutes

Wednesday, December 19, 2018, 1:15 p.m. - 2:15 p.m. – **Approved by the EAC**
County Office Annex, Room 429, Clearwater, Florida

1. Call to Order
2. Introductions
 - Committee open to all EAC Representatives – Present: Randy Rose, Lisa Arispe, Leena Delli Paoli, Charles Toney
 - Human Resources Representative – not in attendance
3. Approval of Minutes
 - 11-14-18 EAC Merit Pay Committee minutes – motion to approve: Lisa Arispe, 2nd: Leena Delli Paoli. 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
 - We have been discussing several of the same key points at the last couple of meetings.
 - The Rating Factor Definitions were reviewed.
 - Safety - may need to be revised to include OSHA
 - Initiative - will be an important consideration for determining work that is performed beyond what is expected
 - At this point we want to get an idea on the costs of implementing the merit pay plan, including funding for the Clerk of the Court employees. The Office of Management and Budget will be contacted and requested to provide a representative to attend the next committee meeting to help answer questions and provide input.
6. Previous Items noted
 - 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.

- 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.
- 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.)
- What is the cost of NOT having a merit pay system? – increased turnover, repetitive hiring, increased time for training ...
- 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, interview 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.
- Currently with the County the top three reasons for employees leaving are (from electronic exit interviews): retirement, money, and management issues. Management issues continue to be a concern – 360° input on management reviews may help with accountability and reduce turnover, grievances, and absenteeism.

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*	Richard Carvale	Linda Cahill	Henry Gomez	Bill Gorman
Donna Beim	Clare McGrane	Doris McHugh	Marion Nuraj	Alicia Parinello
Randy Rose*	Mario Ruggia	Leena Delli Paoli*	Charles Toney*	Jackie War

*EAC Representatives in attendance at this meeting.