



Employees' Advisory Council



to continually improve the Pinellas County classified employees' quality of work life

Approved by the EAC

Employees' Advisory Council & Appointing Authorities Joint Meeting Minutes

315 Court St – 4th Floor Clerk's Conference Room, Clearwater, FL

Tuesday, May 14, 2019, 2:00 p.m. – 3:15 p.m.

Prepared by Leena Delli Paoli

Call to Order

The EAC Representative & Appointing Authorities Joint Meeting was called to order at 2:00 p.m. by EAC Chair Lisa Arispe.

Introductions:

EAC Representatives, Appointing Authorities (AA's) and others in attendance introduced themselves.

Doing Things! TV – Red Tide Response

Lisa Arispe played a short video titled Doing Things! TV – Red Tide Response which is being used in other counties and states to show the efforts that Pinellas County used to combat Red Tide. During fall 2018, Pinellas County successfully responded to the area's worst red tide bloom in over a decade. This was accomplished through Public Works Environmental Management's operational leadership, along with strong collaboration among coastal partners, municipalities and county departments including: Solid Waste, Parks and Conservation Resources, Marketing and Communications, Emergency Management, Convention and Visitors Bureau, and Economic Development.

The video is available for viewing at:

<https://www.dropbox.com/s/r31yo8xi3c99b7c/Doing%20Things%21%20%20Red%20Tide%20Response.mp4?dl=0>

Merit Pay Plan: presented by Charles Toney

Merit increases continue to be an important topic brought to the EAC by employees. The EAC previously formed a committee that continued to work with multiple departments, including Human Resources and the Office of Management and Budget, to develop a merit pay system that we could forward to Appointing Authorities and the Personnel Board for consideration. Charles Toney provided the attached handout to all Appointing Authorities and EAC Representatives prior to the joint meeting. At the meeting he presented a PowerPoint presentation showing the value in establishing and implementing a merit pay system similar to the previous Pinellas County system. Charles presented information showing the estimated annual cost to the county for the implementation of our proposed merit pay system, and compared that to the estimated cost that the county spends annually in training new employees who later leave due to a presumed lack of merit pay. Charles also reminded the Appointing Authorities that any and all recommendations are to include the Clerk of the Circuit Court personnel and a method for funding.

It was clear from the meeting that the Appointing Authorities could see the value in implementing a merit pay plan; however they felt that there are still items that need to be worked out. Items that were specifically mentioned were making sure that the final product be as fair and equitable as possible. What defines going above and beyond? If an employee comes to work every day and does a good job, but they do no more and no less than the expectations, should they receive a merit increase? This question and questions like this will need to be answered.

Benefits Advisory Committee: Presented by Lisa Arispe

Lisa Arispe introduced Suzanne Pascarella to the EAC Representatives and the Appointing Authorities. Suzanne was recently elected as the appointee of the EAC on the Benefits Committee. Suzanne will join Lisa, and the appointees of each of the Appointing Authorities, in looking at the benefits that are offered to employees.

Lisa inquired about the status of the Benefits Committee, and it was stated that the schedule is to be discussed at the Appointing Authorities meeting that follows this meeting. The Appointing Authorities will also decide what they are looking to accomplish through the Benefits Committee and what the committee will be looking at.

Wellness Program: Presented by Ashley Skubal

Ashley Skubal provided each of the EAC Representatives and the Appointing Authorities with the attached information regarding the Wellness Program. The county encourages employees to participate in the Wellness series; however Ashley pointed out that currently some employees are able to attend the series on county time while others have to use their lunch hour. Ashley was asking that all employees be able to take the Wellness Series on county time so that it would be the same across the board.

Throughout the discussion several questions were asked: is there a possibility of offering the series as a four-hour class through OPUS rather than on four separate days; would the Wellness Series still be able to be incentivized if it were a four-hour class; why are some employees being allowed to use county time since the series was originally designed to be a lunch and learn.

There was no discussion on any changes to the program at this time.

Paid Parental/Caregiver Leave: Presented by Leena Delli Paoli

In October of 2017 the EAC requested that the Appointing Authorities allow married couples who are both Pinellas County Employees to each take up to 12 weeks of unpaid leave for the birth or adoption of a child. The Appointing Authorities agreed and the change was implemented. In 2018 the EAC requested that we be able to look into the possibility of offering paid parental leave, and at that time it was determined that the Appointing Authorities would like to see a benefits committee established and that perhaps they could look at the possibility of paid parental leave. With the fact that the Benefits Committee is still in the beginning stages and HR listed Paid Parental leave as a 2020 goal, Leena Delli Paoli asked if the EAC could establish a committee of its representatives to look at Paid Parental Leave as well as Caregiver Leave. Through discussion it was determined that Paid Parental Leave and Caregiver Leave should remain with the benefits committee as they will be looking at the entire benefits package, however the EAC could provide the Benefits Committee with information on the topic.

Adjourned

Meeting adjourned at 3:15 p.m.

Lisa Arispe*	Donna Beim*	Linda Cahill*	Richard Carvale*	Kevin Connelly*
Leena Delli Paoli*	Henry Gomez*	Bill Gorman*	Clare McGrane*	Doris McHugh*
Marion Nuraj*	Randy Rose*	Ashley Skubal*	Christian Steiermann*	Charles Toney*

*EAC Representatives in attendance at this meeting.

Employees' Advisory Council - Merit Pay Committee

Recommendations for a Merit / Performance Based Pay System

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 May EAC / AA joint meeting for review and consideration for the 2019-2020 budget.

- What is the cost of NOT having a merit pay system? – increased turnover, repetitive hiring, increased time for training, less efficient work force ...
- What is the cost of replacing an employee? Human Resources (HR) representative on the committee provided some information on this question. Studies on the cost of turnover vary greatly depending on the position, difficulty of filling the position, location of position etc. but typical estimators are approximately 6-9 months of salary. This might be a high estimate but it is hard to take into consideration all of the impacts of turnover including the basic effort and time involved in recruiting, interview and onboarding, training of new the employee, and the cost to the department in terms of loss of productivity and impact on morale. Replacement costs may include: HR application reviews, hiring authority application reviews, interviews, orientation process, and training – most likely involves several co-workers time and usually about a two year process of the work team operating less efficiently while the new employee learns the job.
- Annual value added to current employees by NOT incurring the cost of replacing and training new employees. This is the value added worth to keep an employee that is performing the job duties in a satisfactory manner (meeting expectations).
- Some of the reasons for employees leaving employment with Pinellas County are (from electronic exit interviews): retirement, money, and management issues. Management issues continue to be a concern – implementing a 360° input on management reviews may help with accountability and may additionally help to reduce turnover.

- Annual average non-retirement turnover for Pinellas County over the last five years averages about 170 employees per year = about 5.5%. Total turnover including retirement = about 9.3%. Annual average non-retirement turnover for Pinellas County over the last two years averages about 180 employees per year = about 5.8%. Total turnover including retirement = about 10.2%.

- Annual average salaries = \$53,400.00. 6 – months salary = \$26,700.00.
 $180 \times \$26,700.00 = \$4,806,000.00 = \text{yearly cost for non-retirement turnover.}$
 What is the number or percentage of employees leaving employment with the County due to slow progression of pay? $1/2$ of 180 = \$2,403,000.00.

- Recommend a Merit pay based on a position impact weighted numbering evaluation system - % scale, utilizing an updated version of the evaluation system used prior to 2010. (See examples of the previously used: Employee Evaluation Pay Action Form and Rating Factor Definitions sheet – included). The Rating Factor Definitions were reviewed with the following possible revisions noted: Safety - may need to be revised to include OSHA requirements. Initiative - will be an important consideration for determining work that is performed beyond what is expected.

- Use of a 400 point System and a 0-3% merit range - < 100 qualifies for general increase - 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 would be divided by four and merit increases available at each 25 point increase in the evaluation at 0.25% increments.

- Current Pinellas County Budget – approximately \$2.4 billion.
 A proposed 3% merit pay is estimated to actually cost about 1.5% which equates to about \$2.25 million (not all employees would be receiving a merit increase, not all employees qualifying for a merit increase are receiving 3%). Calculating factors – numbers utilized do not include the constitutional officers (Sherriff, etc.), 1% of employees' salaries equals about \$1.5 million, merit increases would range from 0 - 3.0%, estimated that approximately 85% of work force would receive a merit increase. This would also cover the cost to include merit increases for approximately 310 state funded employees with the Clerk of the Court.

- Considering that the mid-point of the employee salaries are based on what the market is paying for these positions in our area, it is important to insure that employees that are meeting expectations have the ability to reach the mid-point of their pay grade within five years. It is estimated that it would require at least 4.5 % per year of combined: general increase on mid-point, merit on actual salary, and other: career ladder and / or step increase to achieve mid-point within a five year time span.
- Considering that the general increase is based on mid-point and most of the career ladder and step increases are focused at the start (first five years) of employment – the percentage increases would naturally taper off after reaching mid-point of the salary range. At this point – trained employees would also be better qualified for promotional opportunities.
- Recommend that Merit pay increases be reestablished and used with the General Increase not replacing it. Merit pay increases are based on actual salary and added to base pay.

Other Considerations

- Reminder – Clerk of the Court budgeting – all / any recommendations are to include Clerk of the Court personnel and a method for funding.
- Out of the box suggestion – Develop a self-funding employee merit pay system – retain an ongoing % of suggestion awards continued cost savings, and capture a % of non-tax county income (fertilizer, real estate, sale of surplus items, energy, etc. – Enterprise issue?).
- Cost of Labor Adjustment (Cost of Living, Market Survey Adjustment, General Increase) - % of mid-point to be added to base pay – annual adjustment (if warranted). Cost of Labor increases should / could be based on an established index on a given date for budgeting purposes.
- Special Merit Raise is available - but seldom used to recognize and reward classified employees. The Special Merit is being utilized with some career ladder programs.

- For underperforming employees there should be potential for pay reduction as provided for in the Personnel Rules – this should rarely occur if the FACE review system is properly utilized on a regular basis – Unified Personnel System.
- Potential benefits of reestablishing a merit / performance based pay system:
 - Reduce turnover of employees.
 - Create a more efficient work force.
 - Increased employee morale.
 - Increased ability to attract the best qualified employees.
 - Increased ability to retain the best qualified employees.
- Potential downside of not having a merit / performance based pay system:
 - Could be contributing to employee turnover
 - Could contribute to a less efficient work force.
 - Could contribute to a decreased employee morale.
 - Could decrease the ability to attract the best qualified employees.
 - Could decrease the ability to retain the best qualified employees.
- Florida Retirement System - based on five highest years earnings.
- Must have a merit / performance evaluation system that is fair and equitable.
- Questions:
 - Timing of merit pay evaluations and payroll changes? Employee anniversary date, annual date for all employees, spread out quarterly?
 - What other similar sized public sector organizations are using a merit / performance based pay system as part of the employee review?

Thanks to: Human Resources – Meagan Decker and Jack Loring, Office of Management and Budget - Bill Berger, County Administrator - Barry Burton, Clerk of the Court – Ken Burke & Bill Seiter, and members of the Employees' Advisory Council – for providing information and participating in the gathering of the information presented.

PINELLAS COUNTY PERSONNEL PAY ACTION

LT		EMPLOYEE NUMBER		NEW HIRE <input type="checkbox"/>		CHANGE OF STATUS <input type="checkbox"/>		EFFECTIVE DATE				
DOBT CTR	TYSECTION	FUND	OK SEQ	SOCIAL SECURITY NO.	FCI (FO) ST	UPS	HOURLY RATE	NOFALL HOURS	SALARY	EOC	EMPLOYEE	WC CODE (NO)
2												
LAST NAME - COLLAH, DOUGLE SR - FIRST - MIDDLE						ADDRESS LINE 1 STREET						
ADDRESS LINE 2			CITY	STATE	ZIP	IN	MS	EXIP	AMOUNT%	YRS ST (LV ST)	SFT	PCA
										10 10		
POSITION NUMBER		POSITION TITLE		DATE PRES JOB		ANNUAL SALARY		CC (AT)		CC		
GRADE	LEVEL	WELDC	JOB NO	SECTION A - ABBREVIATION	OFFICE TELEPHONE	DIVISION	% SUP	PP	DATE CURR EMP	WAC DEL DATE	STRT	
SEX	MS	BIRTH DATE	ESOC	DT	COUNTY	CITY	PROF	COUNTRY CITIZEN	HOME TELEPHONE	SECURITY NO DEF		
ITER	DATE	AUGMENT	%	RSN	JOB NO.	PER. SCHED.						
ITER	DATE	AUGMENT	%	RSN	JOB NO.	NOT SAL REVIEW						
ITER	DATE	PERF POINTS	RATED	JOB NO.	NOT PERF REVIEW							
1	2	CENTER	TYPESCD	FUND	GRADE/LEV	JOB NO.	OLD SECTION A - ABBREV	OLD POSITION NUMBER	TRF OFF DATE	HR	OC CAT	TRF
PC												
ADJ SVC DATE	PRIOR HIRE DATE	PRIOR TERM DATE	RSN	PRELIMSYD	LOA TYPE	LOA BEG DATE	LOA RET DATE	TERM DATE	RSN	RSN		

Performance Rating

An Unsatisfactory rating in any factor may result in denial, decrease or delay of a merit salary increase. See back of page for factor descriptions.

Relative Impact or Factor Importance to the specific position Range 0 to 40	Performance Rating 0 to 4	Points 1/4 x rating

- | | |
|-------------------|----------------------------|
| 0 Unsatisfactory | = Not Performing |
| 1 Needs Attention | = Below Expectations |
| 2 Good | = Meets Expectations |
| 3 Very Good | = Exceeds Expectations |
| 4 Excellent | = Far Exceeds Expectations |

EMPLOYEE EVALUATION

QUANTITY OF WORK QUALITY OF WORK JOB KNOWLEDGE DEPENDABILITY COMM & INTERACTION SKILLS JUDGEMENT INITIATIVE ATTENDANCE ___ UNSCHLD HRS IN ___ INSTANCES SAFETY APPEARANCE OPT 1: OPT 2: OPT 3: SUPERVISORY TASK SKILLS* SUPERVISORY LEADERSHIP SKILLS*		
TOTAL POINTS:		
OVERALL RATING:		

COMMENTS:

Revise

EMPLOYEE SIGNATURE _____	Date _____
RATING AUTHORITY _____	Date _____
REVIEWING AUTHORITY _____	Date _____
DEPARTMENT HEAD _____	Date _____
APPOINTING AUTHORITY _____	Date _____
DIRECTOR OF PERSONNEL _____	Date _____

In signing this report, it is understood that I may not necessarily agree with the conclusions of the rater. I understand that I may write my comments either above or on an additional sheet if required. It is further understood that I may appeal this rating to my supervisor within (10) working days from the date of my signature. Additional sheet used.

You may not refuse to sign this review.

(Please see Employee Grievances Section, in your copy of the Personnel Manual for County Employees). If needed, a member of the Personnel Department staff will assist you.

Rating of Excellent, Unsatisfactory or Needs Attention, requires comment.

Revised 11/27/00

*For Supervisors Only

FACTOR DEFINITIONS - SUPERVISORY AND NON-SUPERVISORY PERSONNEL

QUANTITY OF WORK: The amount or volume of acceptable work completed in a timely manner. Refers to how much of a product or service an employee or a supervisor/managers work unit produces as compared to basic requirements of the position.

QUALITY OF WORK: How good the products or services produced are. Refers to accuracy, neatness, thoroughness, and compliance with specifications, as compared to the basic requirements of the position.

JOB KNOWLEDGE: An understanding or grasp of the skills, information and duties required to meet the responsibilities of the position. This includes staying current with changing technology, processes, legislation, methods, concepts and techniques.

DEPENDABILITY: Acceptance of responsibility, ability to work under pressure, willingness to follow instructions, ability to meet deadlines. Flexibility and the willingness to change plans as necessary to accomplish basic requirements of the position.

COMMUNICATION AND INTERACTION SKILLS: Effective use of oral and written communication skills. Includes interpersonal behavior such as tact, courtesy, integrity, discretion, listening skills and helpfulness in dealing with others.

JUDGEMENT: Effectiveness in making correct decisions and prioritizing the workload. The ability to determine the relative importance of information and choosing a worthwhile or appropriate course of action.

→ **SAFETY:** Observation of safety rules and practices as prescribed by organizational policy, procedures, and supervisory direction. (OSHA)?

→ **INITIATIVE:** The amount of direction needed to accomplish job responsibilities. The degree beyond the basic requirements the employee seeks to achieve. Self-starting as opposed to needing others to begin work efforts. Also may include creativity, improving work methods, and seeking additional work or responsibility.

OPTIONAL: An organization may establish additional factors pertaining to that particular organization or position. Factors to consider include, but are not limited to "Goal Accomplishment," "Customer Service," "Teamwork and/or "Self-development and Improvement." Any established OPTIONAL factors should be clearly described.

SUPERVISORY TASK SKILLS (for Supervisors only): Ability of supervisor to plan and organize the work, establish goals and priorities, analyze and evaluate organizational effectiveness, and make sound decisions. Ability to apply management techniques to ensure compliance with organizational policies and directives, to control quality, quantity, time and costs.

SUPERVISORY LEADERSHIP SKILLS (for Supervisors only): Ability of supervisor to provide encouragement, guidance and direction to subordinates with regard to their development and improvement. Coaching, counseling and helping employees overcome job problems and develop career plans. Assessing performance strengths and deficiencies, encouraging and rewarding employees, and/or exercising appropriate discipline. Complying with EEO laws and County EEO policy and Affirmative Action requirements.

APPEARANCE: Appropriate physical grooming and attire for the position.

ATTENDANCE: Conformity to established working hours and schedules, and adherence to County expectations of attendance regarding use of annual and extended leave, scheduling, punctuality, etc. (Note: FMLA excused absences cannot be used to evaluate this factor.)

Wellness Program

By Ashley L Skubal

Goal: Make it uniform across the county to allow employees to attend Wellness Education Classes on county time.

Classes through opus are currently recognized across the board as growth and development opportunities and are taken/scheduled on county time.

At this time the wellness series is not recognized in this same way. Rather some are required to use their lunch to attend the classes. Wellness education is imperative to our organization as these programs offer many benefits not just at work but also in the personal lives of our employees.

Promoting and supporting work/life balance programs, especially the wellness series, in the work place has the potential to

- increase productivity
- increase attendance
- reduce stress and increase happiness of staff
- give the staff a sense of higher value
- improve mental health
- have a more engaged staff

In a 2018 Federal Government study, they found that employees who engaged in work/life balance and health & wellness programs exceeded performance expectations, were more satisfied with their jobs, improved health, were able to manage stress better, and saw an increase in moral.

82% of those employees felt that their supervisors supported time off for personal and family responsibilities but only about half felt that work-life programs were supported.

In our fast-changing society, work/life programs and wellness education are becoming more prominent and sought after in benefits packages. The article attached provides information on the top 20 companies and some of their benefits from 2017.

We are already ahead of the game as we have had other local governments reach out to us to find out what we are doing and how they can use our "wheel" to improve their own programs. With that being said, making it uniform across the county to allow employees to attend Wellness Education Classes on county time can only improve things for our organization and employees.

The 20 best companies for work-life balance

Published Thu, May 4 2017 8:45 AM EDT Updated Thu, May 4 2017 9:24 AM EDT

Abigail Hess@ABIGAILJHESS

<https://www.cnbc.com/2017/05/03/the-20-best-companies-for-work-life-balance.html>

Increasingly, working women claim to be giving up on achieving work-life balance.

Multiple surveys have shown that above all else, millennials want flexibility in where, when and how they work. One EY survey found that nearly 40 percent of young workers would even consider moving to a different country in order to achieve better balance in their lives.

"In today's tight labor market, proper work-life balance practices are essential for employee retention," says Paul Wolfe, senior vice president of HR for job search site Indeed.

Indeed recently analyzed over 10 million company reviews to identify the 20 companies with the best work-life balance. According to Wolfe, empathy is the special ingredient when it comes to cooking up a healthy work-life balance for employees.

"Companies who are empathetic and proactively work to provide the appropriate personal time for employees tend to stand out," he says. "Comments we have seen from employee reviews for these companies indicate 'fair' and 'flexible' work environments."

Wolfe goes on to explain that these positive reviews "can be achieved by empowering managers to approve flexibility for their employees."

Notably absent from the list are tech startups, despite their reputation for providing the best benefits to their employees.

"What is surprising about this list is the diversity of the industries - with transportation, food retailers, consumer products, banks, healthcare and more - which shows that any company of any size and in any industry can offer a workplace with balance," says Wolfe. "Work-life balance can be baked into a company's culture in any number of unique ways that fit the organization's structure, whether you are a traditional nine-to-five, or one that operates around the clock."

No matter what your company does, it has never been more important to think about providing the most balance and freedom for your employees.

Check out the list of the 20 highest-rated companies for work-life balance, as well as some of the benefits they offer their employees:

20. Wegman's

Wegman's Wellness Program includes customized yoga programs, subsidized Weight Watchers at Work meetings and employee fitness discounts.

19. Starbucks

The Starbucks College Achievement Plan gives employees who work more than 20 hours a week the opportunity to complete a bachelor's degree with full tuition coverage for every year of college through Arizona State University.

18. Trader Joe's

The beloved food retailer emphasizes flexibility in their corporate culture. The Trader Joe's website states, "We don't believe you have to compromise important priorities in your life to be in ours."

17. Raytheon

Raytheon offers flexible work schedules including compressed work weeks, flextime, job sharing, reduced hours and telecommuting.

16. American Express

American Express offers flexible work arrangements to some employees so that they can work on their own schedule.

15. Honey Baked Ham

The HoneyBaked Employee Assistance Relief Team (H.E.A.R.T.) provides support to employees who are affected by disasters.

14. Pfizer Inc.

While Pfizer benefits vary by country, the company does offer online mentorship resources to all employees.

13. Cisco

All teams at Cisco are provided with a "Fun Fund" which can be spent on celebrations and fun activities.

12. Spirit Halloween Superstore

The seasonal retailer provides associates with a 30 percent discount on merchandise as well as competitive benefits.

In today's tight labor market, proper work-life balance practices are essential for employee retention.

Paul Wolfe
SENIOR VICE PRESIDENT, HR, INDEED

11. Capital One

Capital One's Employee Assistance Program offers counseling services to all employees.

10. Chick-Fil-A

Eligible regular full-time corporate staff members at Chick-Fil-A receive a wide range of employee benefits including fitness services.

9. Century 21

The department store chain offers employee discounts on all merchandise purchased in store.

8. NIKE

NIKE employee benefits vary by position, experience and location. However, some workers receive perks like paid sabbaticals, fitness discounts and tuition assistance.

7. Southwest Airlines

Perhaps the biggest perk of working for Southwest Airlines is that all employees have free unlimited travel privileges for themselves and eligible dependents on Southwest flights.

6. Intuit

The tech company encourages all employees to spend 10 percent of working hours pursuing an idea they are passionate about.

5. Kaiser Permanente

In 2007, Kaiser Permanente launched the Healthy Workforce Initiative which aims to help all employees live healthy and balanced lives.

4. H-E-B

H-E-B, one of the largest independent food retailers in the nation, is headquartered in San Antonio, Texas, and has an emphasis on learning and development.

3. In-N-Out Burger

The beloved fast-food chain offers benefits like flexible scheduling, free meals and a 401(k) plan.

2. Network Capital Funding Corporation

Network Capital Funding Corporation was recently selected as the "Best Mortgage Company to Work For" in the United States by Mortgage Executive Magazine in part because of their commitment to work-life balance.

1. H&R Block

Apart from a respectable benefits package, H&R Block also provides employees with tax preparation services, legal services and tuition assistance.