

Rising to the Challenge



Annual Report 2011

Human Resources

Helping U Succeed

Contents

A Message from Peggy Rowe	3
Unified Personnel System Board.	4
Employee Compensation and Benefits	5
Employee Communications	6
Employee Relations	7
Training and Development	8
Volunteer Services	9
Employment and Information Services.	10
Appointing Authorities.	11
Employee Profile.	12
Employee Profile continued	13
Human Resources Organization Chart.	14

Our Mission

To work in partnership with all Appointing Authorities within the Unified Personnel System in recruiting, developing and retaining the best possible workforce. We support a workplace environment that provides the highest standard of quality service, reflects our diverse community and values personal growth, fairness and cooperation.

Values

- Respect
- Fairness
- Transparency
- Trust
- Integrity
- Accountability
- Excellence
- Innovation



Education Fair



A Message from Peggy Rowe

Director of Human Resources



We've titled our 2011 Annual Report "Rising to the Challenge" because our employees continue to face challenges related to budgetary constraints, heightened citizens' expectations and reduced staff. We are grateful we did not experience another significant reduction in force this year. At the same time, we are sensitive to the fact that we are working harder and with fewer employees. We appreciate the dedication in consistently providing excellent service to all our customers, both internal and external.

We faced our own unique challenges related to our support of the implementation of OPUS (*Oracle Project Unified Solution*) Human Resources system. We were able to assist using training sessions, staffing a help desk, distributing special communications, and providing content for the OPUS newsletter and website during the implementation of Human Resources and Benefits earlier this year.

Another challenge we enthusiastically embraced was launching wellness incentives as part of our larger strategy of encouraging a healthier workforce. Over half of our employees earned \$152,600 by participating in preventive screenings, annual physicals, online health assessments and other educational programs. These monetary benefits are secondary to our primary goal of improving our employees' overall quality of life.

We continue our commitment to developing a culture of leadership throughout the Unified Personnel System. Major

projects included cascading leadership training throughout the organization and next year's succession management class for supervisory level candidates.

In 2011, our volunteers increased their service hours to county government by 64% and we expect a comparable increase next year. My entire staff is focused on increasing engagement among our employees, as well as with our citizens, as we work together to face our common challenges.

2011 Accomplishments:

- 1,512 employees took advantage of new wellness incentives
- Conducted 33 Listening Sessions for 5 Appointing Authorities
- 22 mid-management level Succession Management candidates graduated
- Increased the value of volunteer contributions to county organizations from \$2.06M to \$3.47M.

2012 Goals:

- Continue holding Listening Sessions for remaining Appointing Authorities
- Launch Succession Management training class for supervisory level candidates

A handwritten signature in black ink that reads "Peggy Rowe".



Unified Personnel System Board



A Message from Daniel Andriso

Board Chairman

Appointed by the Board of County Commissioners

I am honored to serve as Board Chair for the past four years, and I want to thank Vice-Chair Joseph Smith for his exemplary service for over twelve years. We join the entire board in expressing our appreciation for the dedication and hard work of the employees of the Unified Personnel System (UPS). They continue to rise to the many challenges they face on a daily basis, and we are honored to serve them.

Our board lost the services of Angus Williams in February this year, and we thank him for his dedicated service and wish him well in his new endeavors in Tallahassee. We are pleased to welcome Joan Vecchioli, who was appointed by the Constitutional Officers in June to replace him. We appreciate her contributions and look forward to a long and productive relationship.

On behalf of the board, we want to thank all the Appointing Authorities, our Assistant County Attorney, the Employees' Advisory Council and the Human Resources staff for their invaluable assistance. We considered several important rule changes this year and we are grateful for the counsel we received from them.

We look forward to partnering next year with the over 3,100 employees who make up the Unified Personnel System as we jointly endeavor to provide the highest level of service to the citizens of Pinellas County.



*Joseph A. Smith Vice
Chairman
Appointed by the
Employees' Advisory
Council*



*Lounell C. Britt
Appointed by the
Board of County
Commissioners*



*Ricardo Davis
Appointed by the other
six Board members*



*James P. Koelsch
Appointed by the
Elected Officials*



*George E. Tragos, Esq.
Appointed by the
Employees' Advisory
Council*



*Joan M. Vecchioli
Appointed by the
Elected Officials*

Employee Compensation and Benefits

This year we continued to update the Classification Plan eliminating 151 classifications that are no longer being used. Another major initiative was our partnership with the Property Appraiser's Office and the Department of Environment & Infrastructure to implement reorganization efforts. We also developed and conducted a skills-specific benchmark salary survey for positions in BTS and the Clerk's Office. In FY2011 we introduced the concept and implemented classification-based career ladders.



The American Heart Association representative presents a plaque recognizing Pinellas County Government as a Gold Level Start! Fit-Friendly organization to Beth Woodbury and Dave Blasewitz

The launch of a highly successful health and wellness incentive program for employees, the re-bid of the health plan and the completion of the first year utilizing Oracle Advanced Benefits were the major accomplishments.

2011 Accomplishments:

- Developed a new database of comparative benchmark position matches with related salary data.
- Conducted an ongoing review of existing career ladders and identified opportunities for additional career path progressions. We established new career ladders in HHS, The Property Appraiser's Office, Utilities (DEI), and we are currently working with Emergency Management to develop a career ladder.
- 1,512 employees (53%) received health and wellness incentive payments totaling \$153,000.
- Employee participation included 775 on-line health assessments, 814 annual physical exams, 1,460 preventive screenings and 815 attended targeted lunch and learn programs.
- Utilizing Oracle Advanced Benefits, employees were able to make their annual enrollment elections through employee self service with minimal assistance from Benefits staff or BTS technical support.
- As a result of a very competitive proposal process, United Healthcare was retained as the administrator of employee health benefits and EyeMed as the administrator of vision care benefits.
- Medco Health Solutions was selected as the new administrator of pharmacy benefits beginning in calendar year 2012.
- Pinellas County Government was recognized as a Gold Level Start! Fit-Friendly organization by the American Heart Association, a prestigious level granted to very few organizations.
- For the second year running, Pinellas County was recognized as a finalist in the Healthiest Employers in Tampa Bay.

2011 Maintain Campaign winners

2012 Goals:

- Position Classification Reviews
Maintain percentage of classification review findings per fiscal year that need correction after appeals
- Position Control Requests
Maintain percentage of position control actions (adds, changes, deletions) processed within 2 business days
- Add telephonic health coaching services to the group medical plan. This type of coaching has proven to be effective in producing desired behavior changes which improve health.
- Expand the wellness incentive program to include spouses who are covered under the health plan. Improving their spouse's health not only lowers cost but also has a positive impact on employee attendance and productivity.
- Drive participation in health and wellness initiatives with a robust communication program utilizing multiple forms of messaging.
- Introduce new education and tools designed to improve employee's financial health in retirement.
- Lower the employee health care costs trend to a level below that of like organizations in our region.
- Produce retiree cost trend increases that are less than the 15% projected for 2012.



Employee Communications

Summary:

We continually strive for transparent communication, enhanced engagement and a stronger sense of community within the Unified Personnel System. We email *The Pen* each month and *The Pen Extra* quarterly to approximately 4,000 active and retired employees. *The Pen* newsletter focuses on substantive issues like the county budget, consolidations and mergers, and the core functions of various appointing authorities. *The Pen Extra* covers human interest stories and celebrates our community's marriages, births, awards and graduations.

We also issue special communications updating employees on major issues such as potential reductions in force and state mandated changes to the Florida Retirement System.

2011 Accomplishments:

- 100 artists submitted 158 entries to our fifth Colors of Pinellas Employee Art Show. We were honored by the presence of the National Arts Program's Executive Director who presented us with a special five year award.
- 33 onsite "Listening Sessions with Peggy Rowe" to foster employee engagement and improve morale were held for 14 departments throughout the county.

2012 Goals:

- At least one listening session per month for departments under the UPS.
- Conduct an online Employee Satisfaction Survey of all UPS employees.
- Produce short videos for field workers on relevant subjects that can be viewed at worksites on individual computers or at team meetings.



Colors of Pinellas winners (right), display (below left)



Colors of Pinellas sponsors National Arts Program representatives, Executive Director Jackie J. Szafara (left), Program Coordinator Robyn M. Raskin (right) and Pinellas County coordinator Maria Reilly.

www.pinellascounty.org

P-3

ASK PEGGY



Peggy Rowe
Director of Human Resources

I would like to share some great news with everyone. Many of you are aware that all Appointing Authorities under the Unified Personnel System have decided to grant eight (8) hours of administrative leave this holiday period from November 21st through January 15th. Your Appointing Authority will let you know whether you will have the choice of taking 8 hours all at once or choosing to take the administrative leave in two 4 hour increments.

All Appointing Authority appreciate your hard work during these difficult times. Budget reductions have resulted in no raises, and we are all aware that you continue to perform in an exemplary manner. Please enjoy your 8 hours of administrative leave with our heartfelt thanks.

Q: An employee retired. We were short staffed before this employee retired, and that employee's retirement further shorted the staff. The retired employee's position went unfilled for many months and was only recently filled.

However, another employee was terminated, pending appeal and gone in less than a month. That terminated employee's position was filled a couple of days ago. There were no interviews conducted, which did

not give any other employees within the department the opportunity at a promotion.

First question: Should an employee's position be filled when the employee is appealing the termination?
Second question: What is the Personnel rule on this?

A: This decision belongs solely to the department management. As for a position where there is an appeal of termination, those positions usually are not filled until after the appeal is heard. However, from time to time departments have a critical need and do not feel they can maintain the vacancy. Sometimes the appeal process takes 2 or 3 months. In those cases, the department may need to fill the vacancy.

Q: In signing my performance review, am I agreeing with it or just acknowledging that I have received it?

A: You are only acknowledging that the information has been covered with you, not whether you agree or disagree.

Q: I would like to know if it is possible to be scheduled and unscheduled in a work day? I used my Personal Leave Day on a day that I was scheduled to work nine (9) hours, and I was told to submit one(1) hour unscheduled leave.

A: If the day is taken as a Personal Day, all of the time should be coded as scheduled time.

Q: Our manager comes to our break room to have lunch when we have our lunch. He asks employees work questions while we are on our half hour unpaid lunch break. We don't care if there is an emergency during lunch, but asking routine work questions does not seem right. If it is that important and necessary to ask work related questions during our unpaid lunch break, shouldn't we be getting paid for it?

A: You are correct. You should not be getting questions from managers during lunch as a matter of routine. From time to time such questions are acceptable but your lunch time should be unpaid time with no work interruptions, unless you are an exempt employee.

PERSONNEL RULE CHANGES

At the November 3rd Personnel Board Meeting, Rule XVI.A.4. Leave of Absence, Funeral Leave was amended. If employees request additional time for funeral leave, chargeable to their annual leave or extended illness leave, and it is approved by their Appointing Authority, the additional time shall be considered scheduled leave. This request was made by the Employees' Advisory Council and supported by the Appointing Authorities.

USE IT OR LOSE IT

For those who have not used their Personal Day or Floating Holidays, the deadline to do so is no later than December 17, 2011.

Remember, if a Personal Day is taken immediately before or after a recognized holiday, it must be schedule and approved in advance.

FLEXIBLE SPENDING ACCOUNTS

A reminder that all balances for the 2011 plan year must be used by December 31, 2011.

Note: Over-the-Counter medications cannot be reimbursed by the FSA without a prescription. Call WageWorks at 877-924-3967 if you have questions or go to www.wageworks.com and select the Quick Link OTC Fact Sheet below the login section. You do not have to log on to open the OTC Fact Sheet.

The Pen

Employee Relations

Summary:

One of our chief priorities this year was providing in-depth support for departments that recently implemented the new performance management system. We also continued our ongoing support for those who had previously transitioned to the new system. Another major challenge was initiating the reconciliation of over 30 years of employee records with the new OPUS reporting systems.

We also now process Unemployment Compensation Claims, provide support for appeals, and forecast utilization. These undertakings are in addition to our core mission of informal problem solving; providing technical assistance with disciplinary actions; conducting formal and informal mediations; facilitating Pre-Disciplinary Hearings; furnishing technical assistance to both management and employees in

the grievance process; maintaining liaison and support for the Employees' Advisory Council (EAC); lending support for the Employee Advocate Program; conducting internal investigations; serving as employee mentors; contributing articles to *The Pen* and the *Management & Supervisory Notes*; and delivering Unified Personnel System (UPS) Consortium training classes on conflict resolution, emotional intelligence, performance management, discipline and grievances.

2011 Accomplishments:

- Ongoing refinement of the performance appraisal system, as well as beta-testing streamlined options to be provided in early 2012.
- Individual technical assistance for supervisors and support staff in implementing the performance appraisal system.

- New online resources including a presentation on writing technical competencies and performance expectations as well as additional forms to assist in supervisor-employee communications.
- On-site, on-demand training sessions for supervisors and managers in coaching, counseling, progressive discipline, and performance management.

2012 Goals:

- Customer service survey to measure the effectiveness of Employee Relations services.
- Ongoing reconciliation of employee records with new OPUS reporting systems.



Jim Valliere explains the newly adopted performance appraisal system to Tiffany Makras



Left: Newly elected EAC Chairman Charles Toney
Below: EAC Meeting



Training and Development

Summary:

In 2011 we continued and expanded our commitment to instill leadership training throughout the organization. Our activities this year and planned scope of work for next year, are geared toward developing and implementing a Learning Organization Plan which encompasses taking time for development, cross-training, enhanced technical training, and exploring new training delivery methods.

This year, we also finalized consolidated course catalogs, registrations, and development tracks into the Oracle Learning Management System.

2011 Accomplishments:

- Registered 250 leaders for seat licenses for 40 Leadership IQ On-Demand narrated PowerPoint programs which include self assessments, quizzes and discussion questions.
- Recruited over a dozen facilitators to provide support to leaders providing synchronous learning opportunities.
- 22 aspiring leaders graduated from the mid-management level Succession Management developmental program.

2012 Goals:

- Launch an enterprise wide leadership training initiative.
- Develop an implementation training plan for BCC leadership and other interested Appointing Authorities.
- Begin to cascade the training plan throughout the organization.
- Launch Succession Management supervisory level developmental program.
- Provide refresher training and step-by-step guides for users of OPUS self-service Human Resources and Learning Management systems.



New training room



Succession Management graduation

Volunteer Services

Summary:

We continually explore innovative ways to engage our citizens to make a difference in improving the quality of life for our community. We partner with our Appointing Authorities to develop opportunities to enhance their service delivery that also bolsters connections with our residents. At the same time, we facilitate employee volunteerism throughout the community. In fiscal year 2011, we committed to a major expansion of our Volunteer Services program by an infusion of resources and contract staff members.

2011 Accomplishments:

- A 64% increase in the number of volunteer hours from the previous year, from 99,043 to 162,505 hours.
- Monetary value of volunteer contributions, as measured by the hourly rate established by the Independent Sector, increased from \$2.06M to \$3.47M.

- 1,078 volunteer placements.
- New online registration and fingerprinting at local law enforcement agencies.
- Reenergizing of the *Day Reporting Program* with the Sheriff's Office.
- Outreach to businesses and civic organizations to recruit volunteers.
- Internships with Eckerd College, USF, Pinellas County Schools, PTEC and expanded partnership with St. Petersburg College.
- New regional appreciation events throughout the county.
- April 2011 National Volunteer Week celebration attended by over 300 people.

2012 Goals:

- Increase monetary value of volunteer services as measured by the per hour rate established by the Independent Sector from \$3.47M to \$4.5 M.
- Revitalize departmental special events to engage groups of volunteers from businesses and civic organizations.



Volunteer Presidential Awards



Above: New online registration
Left: *Celebrate People in Action* volunteer appreciation banquet

Employment and Information Services

Summary:

With the implementation of OPUS, Employee Self-Service and Manager Self-Service were rolled out to all employees and supervisors/managers. In addition to mastering the changes to the HRIS system within our own department, we assisted supervisors and managers in learning and adjusting to their new roles in the processing of HR transactions. We provided support and assistance to the Purchasing, Management & Budget, and Finance Departments as they worked toward their own launch of OPUS.

In the latter half of the year we also began to see increased volume in hiring and promotions. We handled a 24% increase in requisitions, a 78% increase in eligible register construction and a 68% increase in applicant volume. We facilitated the selection of two new department directors, Risk Management and Health & Human Services, and began the recruitment process for selection of a new appointing authority for the Office of Human Rights.

Our County/Municipal Emergency Support Function 15 (ESF 15) Coordinator was one of 15 individuals selected from around the State to receive specialized training at the State of Florida EOC.

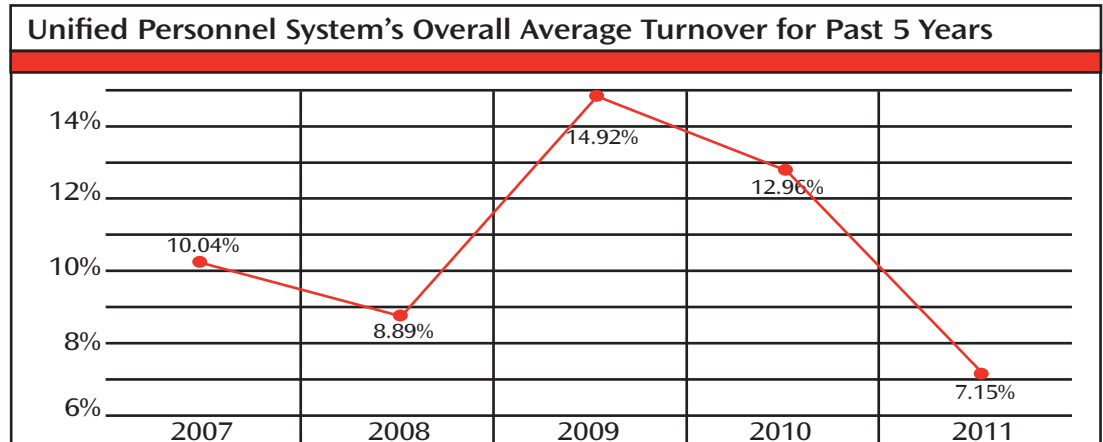
Accomplishments for 2011

- Implementation and support of Employee and Manager Self Service.
- Assisted with implementation and support of other OPUS modules for Phases 1B and all of Phase 2's.
- Constructed 192 eligible registers testing 8,296 applicants; processed 336 requisitions.

Goals for 2012

- Roll out OBIEE (Oracle Business Intelligence Enterprise Edition) module of OPUS which provides reports and reporting capabilities to the HR Department, other user departments, and all managers/supervisors.
- Implement new online applicant tracking system with improved user functionality.
- Bring Volunteer Services into OPUS.
- Assist with OPUS website focus groups for improved support of OPUS users.
- Develop OPUS User quick sheets to assist supervisors and employees in the use of OPUS.
- Final construction and launch of new HR internet website.

Budgeted and Encumbered Positions		
Authority	Permanent Budgeted Positions	Encumbered Positions
Business Technology Services	147	133
Clerk of the Circuit Court	555	519
Construction Licensing Board	11	10
County Administrator	1,852	1,689
County Attorney	37	32
County Commissioners	7	7
Human Resources	33	32
Office of Human Rights	14	10
Planning Council	13	7
Property Appraiser	126	119
Supervisor of Elections	35	27
Tax Collector	291	246
Total	3,121	2,831



Appointing Authorities



Business Technology Services
Paul F. Alexander III
Executive Director



Clerk of the Circuit Court
Ken Burke



Construction Licensing Board
Rodney S. Fischer
Executive Director



County Administrator
Robert S. LaSala



County Attorney
James L. Bennett



Human Resources
Peggy Rowe, Director



Human Rights
Leon W. Russell
Director



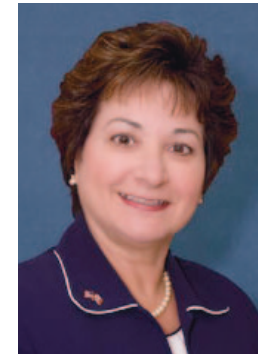
Planning Council
Michael Crawford
Interim Director



Property Appraiser
Pam Dubov



Supervisor of Elections
Deborah Clark



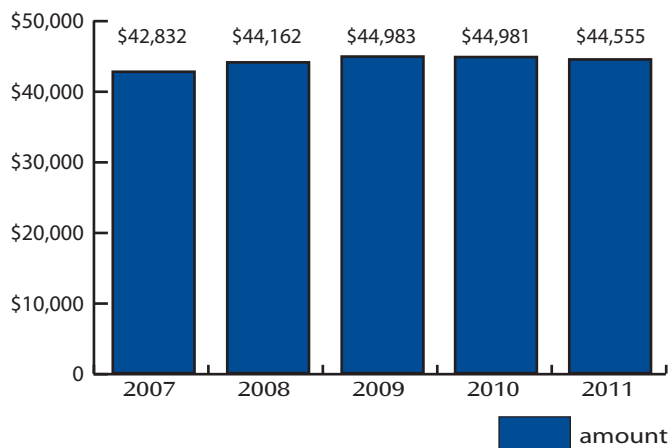
Tax Collector
Diane Nelson

Employee Profile



Bill Aldhizer, Certified Mechanic of Fleet Management

Average salary of classified employees



Average Length of Service

Exempt Service

Authority	Number of Employees	Average Length of Service (in years)
Business Technology Services	115	10.24
Clerk of the Circuit Court	67	15.50
Construction Licensing Board	2	16.67
County Administrator	194	14.59
County Attorney	22	14.68
County Commissioners	7	7.52
Human Resources	13	13.11
Office of Human Rights	1	34.66
Planning Council	1	16.92
Property Appraiser	22	17.00
Supervisor of Elections	8	7.23
Tax Collector	45	15.60
Total	497	13.70

Classified Service

Authority	Number of Employees	Average Length of Service (in years)
Business Technology Services	18	13.41
Clerk of the Circuit Court	452	12.85
Construction Licensing Board	8	13.75
County Administrator	1,495	15.09
County Attorney	10	8.34
County Commissioners	0	0.00
Human Resources	19	17.41
Office of Human Rights	9	10.88
Planning Council	6	11.01
Property Appraiser	97	16.36
Supervisor of Elections	19	7.15
Tax Collector	201	9.31
Total	2,334	14.11
Total Employees	2,831	14.04

Employee Profile *continued*

DEMOGRAPHICS

Gender and Race								
Age Group	Male	Female	Asian American	American Indian	Black	Hispanic	White	2 or More
Under 30	39	45	0	0	7	5	72	0
30 - 39	180	154	8	0	57	15	253	1
40 - 49	384	400	10	2	155	27	590	0
50 - 59	518	664	8	3	185	47	938	1
60 & Over	248	199	5	0	48	19	375	0
Totals	1,369	1,462	31	5	452	113	2,228	2
Average Age	50.22	49.86	47.74	47.8	49.15	49.98	50.27	45.5

Service anniversaries



Type of Service			
Age Group	Classified	Exempt	Total
Under 30	71	13	84
30 - 39	290	44	334
40 - 49	628	156	784
50 - 59	968	214	1,182
60 & Over	377	70	447
Totals	2,334	497	2,831
Avg. Age	49.98	50.37	50.05



Human Resources Organization Chart

