

Clearwater, Florida, November 6, 2014

The Unified Personnel Board (UPB) met in regular session on this date in the County Commission Assembly Room, Fifth Floor, Pinellas County Courthouse, 315 Court Street, Clearwater, Florida, with the following members present: Daniel M. Andriso, Chair; Keith C. Dekle; Angela Outten; Joan M. Vecchioli; and Ron Walker.

Not Present: Ricardo Davis, Vice-Chair; and Andrea S. Daggett.

Also Present: Peggy Rowe, Director of Human Resources; Michelle A. Wallace, Senior Assistant County Attorney; Laura M. Todd, Board Reporter, Deputy Clerk; and other interested individuals.

AGENDA

PLEDGE OF ALLEGIANCE

EAC

I. Employees' Advisory Council Representative

Human Resources

II. CONSENT AGENDA

Request Approval to Increase Trainer's Pay for 9-1-1 Telecommunicators

Human Resources

III. INFORMATIONAL ITEMS

1. Action Taken Under Authority Delegated by the Personnel Board

2. Other Informational Items

Human Resources

IV. NEW BUSINESS

Update – FACE of Performance

Department of Environment
and Infrastructure

V. APPEAL OF TERMINATION

Alfonsa Riley – Appeal Withdrawn

CALL TO ORDER

Chair Andriso called the meeting to order at 6:30 P.M.; whereupon, he led the Pledge of Allegiance to the Flag.

EMPLOYEES' ADVISORY COUNCIL (EAC) REPRESENTATIVE

EAC Chairman Charles E. Toney indicated that the EAC recently met with the Appointing Authorities; that such meetings take place once or twice a year; and that they serve as a good communication tool between upper management and the Council, noting that positive outcomes have been achieved.

Mr. Toney announced that Board Member Angela Outten has agreed to serve for another two-year term as the EAC appointee, noting that the EAC appreciates her service. He stated that the EAC has elections coming soon, noting that about half of the seats are open each year; and that quite a few new employees have expressed an interest in participating; whereupon, in response to queries by Chair Andriso and Ms. Vecchioli, Mr. Toney indicated that the EAC has only added one more Employee Advocate this year, which is the result of a reduced workforce; and that managers and supervisors are allowing employees to be Advocates, but they are limited to three hours of advocacy work per week on County time. Ms. Rowe indicated that the need for Advocates was on the agenda at the Appointing Authority meeting, noting that there is a push for more Advocates and participation from the Appointing Authorities.

Mr. Toney stated that he met with Intergovernmental Liaison Mary Scott Hardwick recently and discussed concerns regarding possible changes to the Florida Retirement System; that he will try to attend the joint meeting of the Board of County Commissioners, the Pinellas County Legislative Delegation, and the Constitutional Officers in November; and that the Legislative Delegation will hold a public meeting with constituents in the near future.

CONSENT AGENDA – APPROVED

Ms. Vecchioli moved, seconded by Mr. Dekle, that the Consent Agenda, consisting of a request by Regional 911 Director Charles C. Freeman to increase the trainer's pay for 9-1-1 Telecommunicators, be approved.

In response to query by Chair Andriso, Ms. Rowe indicated that job turnover is an issue with all telecommunications agencies surveyed; and that the County's 9-1-1 telecommunicators have assumed additional functions which have significantly changed the training program and trainer's responsibilities, noting that the level of expertise and knowledge required now is much greater than before.

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Following discussion and responding to query by Ms. Vecchioli, Ms. Rowe related that the minutes of the October 2, 2014 Personnel Board meeting were not available and will be presented at the next meeting.

Upon call for the vote, the motion carried unanimously.

INFORMATIONAL ITEMS

The document titled *Action Taken Under Authority Delegated by the Personnel Board* has been attached and made a part of the minutes.

OLD BUSINESS

Deviating from the agenda, Chair Andriso indicated that old business would be discussed at this time, and no objections were noted.

Chair Andriso referred to discussion at the October meeting with regard to a letter from Tina Koufsas-Eisenberger to the members of the Unified Personnel Board and indicated that a letter of response has been prepared and is ready for signature; whereupon, he read the letter into the record.

Ms. Vecchioli moved, seconded by Mr. Walker and carried unanimously, that the letter be accepted for signature by the Chair and mailed to the recipient.

APPEAL OF TERMINATION OF ALFONSA RILEY

Ms. Rowe noted for the record that the appeal of termination of Alfonsa Riley has been withdrawn, and brief discussion ensued.

NEW BUSINESS

FACE of Performance

Ms. Rowe introduced Human Resources Division Director Laura Berkowitz, noting that she would be giving an update on the FACE of Performance, a new system being implemented to evaluate the performance of employees; and that the County is moving away from the practice of rating employees' performance for an entire year to a system where supervisors will have ongoing conversations with employees throughout the year concerning their performance, with the focus on setting and achieving organizational and personal goals.

Ms. Berkowitz referred to a PowerPoint presentation titled *FACE Update to the UPS Board*, a copy of which has been filed and made a part of the record, and provided an overview of the initiative, indicating that last November, a survey of over 2,200 employees was taken; that for the most part the County received high marks; and that the lowest rating from the survey was how job performance was evaluated; whereupon, she provided statistical information regarding the survey.

Ms. Berkowitz related that Ms. Rowe commissioned a series of focus groups involving employees at various levels from all Appointing Authorities; that there were consistent recommendations concerning employees' need for regular feedback, noting that reviews once a year were not enough; and that the FACE philosophy was developed based on the input provided; whereupon, responding to query by Chair Andriso, Ms. Rowe stated that the FACE of Performance was developed by Human Resources staff.

Noting that that the FACE acronym stands for Feedback, Ask questions, Conversation, and Explore options, Ms. Berkowitz described the philosophy as being a continuous, ongoing process that:

- Aligns the employees' and supervisors' goals with the Appointing Authorities.
- Promotes ongoing dialogue between employees and supervisors.
- Increases employee and team engagement by creating a sense of personal ownership and accountability for success.
- Builds trust by using a system that is fair and transparent.

Ms. Berkowitz discussed the elements of the FACE of Performance model, as follows:

- Set expectations.
- Support growth and development.
- Observe and note performance.
- Summarize performance conversations.
- Provide ongoing feedback and coaching.

Thereupon, Ms. Berkowitz provided examples of topics to be covered during quarterly performance conversations and discussed the FACE rollouts to supervisors/managers and non-supervisory employees, and reviewed available support and resources, noting that a series of workshops for supervisors and managers will be held in December.

In response to queries by the members, Ms. Berkowitz stated that employees and supervisors will be able to look back at last year's performance; that going forward, performance evaluations will be done quarterly; and that the evaluation takes about 10 to 15 minutes four times a year, which is less onerous than the time required under the current system, which does not meet its objectives; whereupon, Ms. Vecchioli expressed concern that, although supervisors are asked to be positive and supportive, they must not shy away from documenting issues that need to be addressed, and discussion ensued.

During discussion and responding to comments and concerns expressed by Ms. Outten and Vecchioli, Ms. Berkowitz indicated that HR is planning 15 supervisor/manager training workshops to be held throughout the year; and Ms. Rowe related that professional development activities are optional, as not every employee plans to advance their career.

In response to query by Mr. Dekle, Ms. Berkowitz stated that HR has developed metrics to measure the success of the new program going forward; that managers and supervisors will be asked a series of questions concerning conversations with employees; and that there will be a 90-day implementation follow-up survey for the employees, and discussion ensued.

Ms. Rowe noted that the system contains an option that allows an employee to give feedback; and that HR will provide the tools, training, and support, but the Appointing Authority or director must hold supervisors and managers accountable for FACE to work; whereupon, in response to query by Ms. Outten, Ms. Berkowitz stated that another survey will be taken in November 2015 in an attempt to provide a benchmark of progress.

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Ms. Vecchioli commented that it will take a long time to truly implement the FACE of Performance, and Mses. Rowe and Berkowitz concurred, noting that there will be immediate impacts, both in terms of positive reinforcement and the opportunity to correct negative behavior in a timely manner.

MISCELLANEOUS INFORMATION ITEMS RECEIVED

The following miscellaneous information items were received for filing:

1. Minutes of the EAC Representative meeting of September 17, 2014.
2. Minutes of the EAC Delegate meeting of September 25, 2014.
3. Management and Supervisory Notes for November 2014.

ADJOURNMENT

The meeting was adjourned at 7:17 P.M.

Chair

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Human Resources Director

Action Taken Under Authority Delegated by the Unified Personnel Board

The Human Resources Director, having been granted delegated authority to act on behalf of the Unified Personnel Board, has taken the following action from October 5, 2014 thru October 19, 2014.

ADDITIONS

<u>SPEC NO.</u>	<u>TITLE</u>	<u>EEO4 CODE</u>	<u>OT CODE</u>	<u>PG</u>
20044	Animal Services Representative	Administrative Support	Classified	CL8
18450	Clerk's Reporting Support Specialist	Administrative Support	Classified	CL11
21012	PAO Tax Roll Manager	Professionals	Exempt	150
01544	Special Assistant to County Administrator	Officials & Manager	Exempt	SM3a

RE-INSTATEMENT

<u>SPEC NO.</u>	<u>TITLE</u>	<u>EEO4 CODE</u>	<u>OT CODE</u>	<u>PG</u>
15840	Risk Management Safety Supervisor	Professionals	Exempt	SM8