



BOARD OF COUNTY COMMISSIONERS

DATE: September 24, 2015
AGENDA ITEM NO.

Consent Agenda ☐

Regular Agenda ☐

Public Hearing ☐

County Administrator's Signature:

Subject:

Exempt Pay Plan of the Board of County Commissioners

Department:

Human Resources

Staff Member Responsible:

Beverly Waldron, Interim Director

Recommended Action:

I RECOMMEND THE FOLLOWING AMENDMENTS TO THE EXEMPT PAY PLAN OF THE BOARD OF COUNTY COMMISSIONERS (BOARD):

1. ADJUST THE MAXIMUM OF THE PAY RANGES UPWARD BY 2% EFFECTIVE SEPTEMBER 27, 2015 AND THE MINIMUM OF THE PAY RANGES UPWARD BY 2% EFFECTIVE DECEMBER 27, 2015.
2. FUTURE ADJUSTMENT(S) TO THE EXEMPT PAY PLAN TO BE MADE IN ACCORDANCE WITH THE RECOMMENDATIONS APPROVED BY THE UNIFIED PERSONNEL BOARD FOR THE CLASSIFIED PAY PLAN, UNTIL SUCH TIME AS A NEW EXEMPT PAY PLAN IS PRESENTED TO AND APPROVED BY THE BOARD.
3. EXEMPT PAY PLAN TO INCLUDE TWO ADDITIONAL PAY RANGES: MS (\$110,246 - \$209,997) AND PS (\$59,552 - \$113,192).
4. AN APPOINTING AUTHORITY, WITH CONCURRENCE OF THE DIRECTOR OF HUMAN RESOURCES, BE PERMITTED TO PAY ABOVE THE MAXIMUM OF THE DESIGNATED EXEMPT PAY RANGE NOT TO EXCEED 10% ABOVE THE MAXIMUM OF THE PAY RANGE; AS THE PERSONNEL RULES GOVERNING PAY FOR CLASSIFIED EMPLOYEES ALLOW, IN EXTENUATING CIRCUMSTANCES, THE PRESERVATION OF PAY UP TO 10% ABOVE THE MAXIMUM OF THE PAY RANGE.

Summary Explanation/Background:

Adjustment to the ranges for Fiscal Year 2016 (FY16): The exempt pay plan is a table of pay rates that establishes the ranges of pay within which exempt employees will be paid. The Exempt Pay Plan of the Board is used for the exempt positions under the Board (the Board, the County Administrator and the County Attorney) and the Appointing Authorities of the Unified Personnel System who are not Constitutional Officers. The Exempt Pay Plan of the Board was approved and became effective in September 2004. Since its establishment in 2004, only one adjustment has been approved. In September 2013 the Board approved a 1% upward adjustment of the maximum of the pay ranges effective October 1, 2013. Over the last several years, the economy has begun rebounding and analysis shows this has resulted in changes to pay within the labor market. As a result, to keep our salary ranges competitive and allow for the recruitment and retention of well qualified and skilled employees, we are recommending that the ranges be adjusted upward by 2%. The maximum of the pay ranges will be adjusted on September 27, 2015 and the minimum of the ranges will be adjusted on December 27, 2015.

Future adjustments of the ranges: On an ongoing basis the Human Resources Department conducts salary and pay practice studies to ensure the County's pay administration and salaries are reflective of the changes that occur in the labor market. As a result of these studies, adjustments for the Classified Pay Plan are recommended and approved by the Unified Personnel Board. It is recommended that the same data be used to ensure the Exempt Pay Plan of the Board is reflective of the demands of the labor market and that the Exempt Pay Plan of the Board is adjusted in the same manner as the adjustments to the Classified Pay Plan, which are approved by the Unified Personnel Board.

Addition of two special pay ranges: Until recently, the pay grades of the Exempt Pay Plan of the Board have proven sufficient to meet the required salary ranges of the exempt service positions. In the last year, market driven factors have created issues with select positions (examples; Director of Convention and Visitors Bureau and information technology positions requiring critical skills sets which are in short supply within the labor market). To help recruit and retain qualified employees for these positions, it is recommended adding one special pay range to the Supervisory and Management section and one pay range to the Professional and Technical section. Positions will be placed into these pay ranges on a position by position basis on the recommendation of the Appointing Authority and the review and approval of the Director of Human Resources. Each position placed within these special pay ranges will be reviewed prior to filling the vacant position and on a regular basis of at least every two years. When it is determined that market factors no longer support the position's placement in the special ranges, it will be returned to the appropriate exempt pay range.

Pay above the maximum of the pay range: On rare occasions, extenuating circumstances may create a need for an Appointing Authority to pay above the maximum of the pay range designated for a job classification. Examples of such extenuating circumstances include when an employee's position is eliminated due to a reduction in force and the employee is placed in another position in lieu of layoff or when an employee's position is adjusted downward due to a lower level due to reorganization. These changes to an employee's classification (and associated pay grade) are not the result of performance issues or inability, but rather the result of management's restructuring of the organization or a reduction in force. In some situations the Appointing Authority will wish to minimize the impact to the employee in recognition of value added skills and knowledge. Within the Classified Pay Plan, provisions are provided for preservation of pay at up to 10% over the maximum of the pay range. We recommend extending similar ability to the Appointing Authorities within the exempt service. Pay above the maximum would be capped at 10% above the maximum of the pay grade and require the consideration and approval of the Appointing Authority and the Director of Human Resources.

Fiscal Impact/Cost/Revenue Summary:

For FY16, no financial impact is expected as the departments will be required to maintain their budgets and salaries awarded along with any salary increases within the amounts which will be approved by the Board.

For future years, any impact will be governed by budget and salary adjustments as approved by the Board.

Exhibits/Attachments Attached:

Proposed Exempt Pay Plan of the Board of County Commissioners

Pinellas County Exempt Pay Plan

Actual Pay Rates May Vary Due to Rounding

Executives, (E)

Grade	Minimum	Midpoint	Maximum
E1	159,130	200,106	241,082
E2	143,120	179,973	216,827
E3	129,024	162,248	195,471
E4	118,908	149,527	180,146
E5	104,462	131,361	158,260

Supervisors & Managers, (SM)

Grade	Minimum	Midpoint	Maximum
SM1	110,246	138,634	167,023
SM2a	99,321	124,896	150,472
SM2b	95,348	119,900	144,452
SM3a	87,635	110,201	132,768
SM3b	84,130	105,793	127,457
SM4a	78,950	99,280	119,609
SM4b	75,792	95,308	114,825
SM5a	71,079	89,382	107,685
SM5b	68,236	85,807	103,378
SM6	64,055	80,549	97,044
SM7	57,721	72,584	87,448
SM8	52,021	65,417	78,812

Professional, Administrative, & Technical, (P)

Grade	Minimum	Midpoint	Maximum
P1	59,552	74,887	90,221
P2	53,649	67,464	81,279
P3	48,332	60,777	73,223
P4	43,015	54,092	65,168
P5	38,283	48,141	57,999
P6	34,072	42,846	51,619

Pinellas County Exempt Pay Plan

Actual Pay Rates May Vary Due to Rounding

* Indicates proposed special broad range

Executives, (E)

Grade	Minimum	Midpoint	Maximum
E1	159,130	202,517	245,904
E2	143,120	182,142	221,163
E3	129,024	164,202	199,381
E4	118,908	151,328	183,749
E5	104,462	132,944	161,425

Supervisors & Managers, (SM)

Grade	Minimum	Midpoint	Maximum
MS*	110,246	160,121	209,997
SM1	110,246	140,305	170,363
SM2a	99,321	126,401	153,481
SM2b	95,348	121,345	147,341
SM3a	87,635	111,529	135,423
SM3b	84,130	107,068	130,006
SM4a	78,950	100,476	122,001
SM4b	75,792	96,457	117,121
SM5a	71,079	90,459	109,839
SM5b	68,236	86,841	105,445
SM6	64,055	81,520	98,985
SM7	57,721	73,459	89,197
SM8	52,021	66,205	80,389

Professional, Administrative, & Technical, (P)

Grade	Minimum	Midpoint	Maximum
PS*	59,552	86,372	113,192
P1	59,552	75,789	92,026
P2	53,649	68,277	82,904
P3	48,332	61,510	74,687
P4	43,015	54,743	66,472
P5	38,283	48,721	59,159
P6	34,072	43,362	52,651

Effective September 27, 2015

Pinellas County Exempt Pay Plan

Actual Pay Rates May Vary Due to Rounding

* Indicates proposed special broad range

Executives, (E)

Grade	Minimum	Midpoint	Maximum
E1	162,302	204,103	245,904
E2	145,974	183,569	221,163
E3	131,602	165,491	199,381
E4	121,285	152,517	183,749
E5	106,538	133,981	161,425

Supervisors & Managers, (SM)

Grade	Minimum	Midpoint	Maximum
MS*	112,445	161,221	209,997
SM1	112,445	141,404	170,363
SM2a	101,296	127,389	153,481
SM2b	97,302	122,322	147,341
SM3a	89,378	112,400	135,423
SM3b	85,821	107,913	130,006
SM4a	80,538	101,270	122,001
SM4b	77,314	97,217	117,121
SM5a	72,509	91,174	109,839
SM5b	69,597	87,521	105,445
SM6	65,333	82,159	98,985
SM7	58,885	74,041	89,197
SM8	53,061	66,725	80,389

Professional, Administrative, & Technical, (P)

Grade	Minimum	Midpoint	Maximum
PS*	60,736	86,964	113,192
P1	60,736	76,381	92,026
P2	54,725	68,815	82,904
P3	49,296	61,992	74,687
P4	43,867	55,169	66,472
P5	39,042	49,100	59,159
P6	34,757	43,704	52,651

Effective December 27, 2015



Employees' Advisory Council – Representative Meeting Minutes

County Office Annex, Room 429, Clearwater, FL

Wednesday, July 15, 2015, 2:30 p.m. – 4:30 p.m.

Call to Order

The EAC Representative meeting was called to order at 2:30 p.m. by Chair, Lisa Wombles.

Approval of Minutes

Clare McGrane motioned to approve the EAC Representative Delegate Minutes for June. The motion was seconded by Hazel Lane. The minutes were approved as written.

Comments from Director of Human Resources – Jim Valliere for Peggy Rowe

The LEAD succession management program application period has been extended for one week.

Two Minute Tuesdays: Jim Valliere encouraged everyone to sign up to get Two Minute Tuesdays.

[Visit www.pinellascounty.org/hr/two] Also HR is looking for topics of interest to ALL divisions.

Ideas offered:

- *Advertise upcoming consortium classes
- *Better working relationship versus control that snuffs creativity
- *How departments work together to common goal/ project

A request for input will be made at the Delegates meeting.

Questions:

Randy Rose: Tampa Bay Times had an article about an employee survey for City of St. Petersburg.

The newspaper noted that there was no allowance for employee comments. Were our surveys similar to St Pete's?

Laura Berkowitz: Pinellas County Human Resources had an employee survey in 2013 and plans on another one in 2015. The 2013 survey included a question that rated the EAC on representing employees. This survey had a great response with 74%; responses showed that a majority was unhappy with how performance measures were handled; as a result, changes were made. Laura will be sending the EAC question for the next survey to Lisa for review and input.

Randy Rose: Express Scripts was noted as not a great employer in a newspaper article. After they took over Medco, service to the County employees declined severely. The County demands excellent customer services from its employees. Why not also from our contractors?

Dave Blasewitz: He will review the survey report to validate the information, and work with our account reps on transition issues. Medco had a good customer service reputation; however, after the merger with Express Scripts occurred, isolated service issues have arisen. HR meets regularly with Express Scripts and is actively working to ensure the best possible service for employees and their families.

Is there a survey for ALL County employees who leave service regardless of how or why?

The answer is yes; and some of the Appointing Authorities do them face-to-face.

Dawn Grasso: Spoke on the subject of the wellness incentive points versus cash payment. There are employees who would like to change how they receive their points. It was explained they will need to go to the HR website [visit www.pinellascounty.org/hr/incentive] to change their election of reward points to dollars. The system automatically defaults to points unless changed by the employee. The



change will not be effective until the next quarter. Those who have opted out of the County health insurance can still log on to UHC to see their wellness points. [Visit

<http://www.pinellascounty.org/hr/benefits/pdf/myuhc-help.pdf#page=21> for instructions.]

Innovation Academy:

Richard Castle and Dawn Grasso are attending the Innovation Academy 12 week course.

Dawn spoke about the class and gave 2 different scenarios that included comments and opposite attitudes from other attendees.

One scenario was an employee who was struggling with the concept of applying Innovation on the job. The employee was asking, "Why am I here? What am I supposed to do? At my job I'm not allowed to come up with new ideas, I can only do as I am told." This employee also relayed a story about a colleague who was about to retire. The employee about to retire had compiled notebooks filled with maps, valve locations, etc. as well as years of institutional knowledge. Upon retirement, the County did not request that any institutional knowledge from the retiree be shared with anyone. The retiree felt devalued and in turn did not volunteer any institutional knowledge back to the County. Result: Valuable information was lost.

The second scenario involved a supervisor who had an energetic employee with great ideas and plans. The supervisor sat down with the employee and discovered the employee's goals then helped map out a career path that included training courses to prepare the employee for advancement. The supervisor stated, "If you are going to take my job one day then we'd better get you in the right classes so you are prepared to do the job when you get here."

In short, if we want to attract and retain the best and the brightest, why are we not creating an environment of innovation? Why are we beating up on everyone every day? This only makes employees feel like they have no value and stifles any creative or innovative thinking. Doesn't the attitude of the supervisor in the second scenario better reflect how the attitude of all County Departments should be? And if so, is the disconnect between the first and the second scenario possibly in the mid-management staff who may be concerned about being replaced by any new hires who may bring innovative thinking to the job?

Dawn also stated it was a very good class and encouraged others to take it if possible.

Jim Valliere: There are mandatory Supervisory and Management Competencies Series classes for supervisors/managers. All Appointing Authorities should be sending their supervisors to the classes.

Gene Pressoir: HR does not police attendance at the mandated supervisory courses. There may be changes coming to how HR delivers supervisory training. Do the Appointing Authorities have to do the same as BCC? Yes, the same competencies apply.

Dave Blasewitz: FACE is a place to monitor activity, classes, etc.

Is HR's role to help in situations like those above? This is a big organization. As with other issues, some supervisors may handle things better than others. That is where HR can help.

Hazel Lane:

Is more training coming for FACE?



Employees' Advisory Council



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Laura Berkowitz: Yes. Performance expectation (goals) training is underway now. Onsite FACE training for groups is available upon request. Contact Carol Barkalow at 464-5579.

Jennifer Gundel: A lot of temps go into full-time positions with Pinellas County, but time as a temporary employee does not count toward the 5 year anniversary certificate.

Dave Blasewitz: He will evaluate this issue.

Clerk of the Court:

Due to State budgetary issues, State funded employees that work in the Clerk of Court's office must take 2 furlough days off after July 1st and before September 30th. This affects about 310 employees. Clerk office hours for the public will change to 8:30 to 4:30. The Clerk's filing fees go to State. This year the State did not return as much as they should have. Ken Burke stated one priority was to avoid any layoffs.

Miriam Irizarry, who previously held the position of Chief Deputy Director with more than 25 years of service to Pinellas County, has been appointed Judge by Governor Rick Scott. Her Investiture Ceremony is scheduled on August 14, 2015. The EAC has been invited and members will attend.

EAC Elections Process Committee Report

Dawn Grasso discussed how Survey Monkey could be used for an electronic election process. This will also be presented at the July delegate meeting next week.

Dawn explained there are 3 options to consider (see attached handout):

- Option 1 – Retain current process with paper ballots.
- Option 2 – Supervisor of Elections ballots: Use the same voter education system as used at schools in the County. There will still be some paper to retain.
- Option 3 – Survey Monkey online (non-paper)
An email would be send to each employee with unique URL. There may be an issue with spam blockers. But, if necessary, the employee can access the spam filter to pull up the email. The ballots would be anonymous. The system allows the EAC information only on whether a person voted, and not on who a person votes for.

Richard Castle motioned to adopt the electronic Survey Monkey voting option. The motion was seconded by Hazel Lane. This new process was voted unanimously by the council.

By-Laws will have to address any change in process.

By-Laws Change Committee: Josh Chance, Richard Castle, and Dawn Grasso.

Old Business

Advocates: Steve Yeatman will continue to work with the advocate program in a research and training capacity.

Update on the Utility Certification Pay: Mark Woodard and his staff are actively working on this issue in researching and looking to improve the process moving forward.



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The EAC Chair relayed to the council how nice it is to have Mark Woodard as a County Administrator because of his willingness to sit down and discuss employee issues and concerns as well as looking to make a positive impact in the community concerning Pinellas County employees.

New Business

An appeal is scheduled before the Personnel Board on August 6th, 2015 @6:30pm.

Adjourned

Mike Powell made a motion that the meeting be adjourned at 4:30 pm, and it was seconded by Richard Castle.

Charles Toney	*Randy Rose	*Clare McGrane	*Joshua Chance	*Chuck Mangio
*Richard Carvale	*Lisa Wombles	Steve Yeatman	*Richard Castle	Mercedes Pearson
*Hazel Lane	*Mike Powell	*Jennifer Gundel	*Dawn Grasso	*Peggy Poole

*EAC Representatives in attendance at this meeting.



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Employee Advisory Council – Delegate Meeting Minutes

Extension Services, 12520 Ulmerton Road, Largo, FL

Thursday, July 23, 2015, 8:00 a.m. – 10:00 a.m.

Call to Order

The EAC Delegate meeting was called to order at 8:30 a.m. by Chair, Lisa Wombles.

Comments from Director of Human Resources – Peggy Rowe

Peggy Rowe has resigned and is taking the position of Human Resources Director in Hillsborough County.

An interim director for her replacement will be appointed by the Personnel Board at their August meeting. Most likely there will be a national search for a new Director.

The Personnel Board will have the final decision on the candidates.

Health and Wellness Update – Dave Blasewitz

Benefits will be offering benefits meetings that will be open to spouses and partners. All benefits will be discussed including United Healthcare, Employee Assistance Program and pharmacy coverage. The sessions will be held in two locations, starting after normal work hours. Lisa Wombles encouraged employees to attend. [To learn more and RSVP for the Employee Benefits Info Sessions on September 15 and 17, visit www.pinellascounty.org/hr/benefitsu]

Annual enrollment will be in October.

Committee Reports

Advocate Committee: We have two new advocates on the rotation list to assist employees. Steve Yeatman will assist in training them with the process and researching.

Open Discussion

HR conducts an employee survey every two years. Our most recent survey in 2013 had a 75% response rate, which is a very good response. Additionally that survey spurred some changes throughout the county.

Send suggestions for Two Minute Tuesday topics to Lisa Wombles at lwombles@pinellascounty.org [Also visit www.pinellascounty.org/hr/two]

The County is partnering with R'Club to provide free child care during declared emergencies. To pre-register, visit www.pinellascounty.org/hr/pdf/rclub.pdf.

Guest Speaker – Rodney Fischer, Executive Director PCCLB

Rod Fisher of the Pinellas County Construction Licensing Board (PCCLB) provided history and information about this independent agency that serves Pinellas County. The agency was created as a special district by the State's Legislature, and is self-supporting.

The PCCLB provides licensing of contractors in the construction industry. There are four investigators who check on customer/citizen complaints. In 2014, there were 2,240 cases, of which about 1,100 were unlicensed contractors. He advised all to check out a contractor BEFORE you hire them. You can search for a contractor by category on their website <https://public.co.pinellas.fl.us/clbsearch/index.jsp>.



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There is a special magistrate for building code violations/infractions. Penalties can be up to \$500 for being unlicensed. It is a first degree misdemeanor for an unlicensed contractor and can go up to a third degree felony in case of a declared state of emergency.

For more information, contact PCCLB at 12600 Belcher Road, Suite 102, Largo 33773; 582-3100 or www.pcclb.com.

Online Voting - Dawn Grasso and Jim Valliere

Dawn and Jim discussed the current voting method for EAC Representatives which is done by hand using paper ballots and requires:

- printing ballots
- stuffing envelopes
- interoffice mail to supervisors
- opening returned ballots
- counting and recounting
- saving the results for three years

Last year's elections consisted of 1,211 ballots sent out, and 746 returned for counting. That was a great response! However, it was very labor intensive with a lot of middlemen which leaves the possibility of a ballot getting lost in the shuffle.

The EAC Representatives voted unanimously at their meeting on July 15 to adopt a new online voting process which will save paper and time. Each classified employee in an eligible voting area will receive an email from Survey Monkey with a unique URL which prevents double-voting but allows multiple employees to vote from one computer. The voting will be anonymous. Responses will be automatically tabulated. Employees who cannot easily access a computer for online voting may request a paper ballot.

Upcoming Meetings

The Personnel Board Meeting is August 6, 2015. The EAC Representative Meeting is August 19, 2015, and the next EAC Delegate Meeting is September 24, 2015.

Adjourned

10:00AM

Charles Toney	*Randy Rose	*Clare McGrane	*Joshua Chance	Chuck Mangio
*Richard Carvale	*Lisa Wombles	*Steve Yeatman	Richard Castle	*Mercedes Pearson
*Hazel Lane	*Mike Powell	*Jennifer Gundel	*Dawn Grasso	*Peggy Poole

*EAC Representatives in attendance at this meeting.

Why Can't a Poor Performer be Terminated?

It has been erroneously said that it is impossible to terminate a County employee for poor performance. There is also the misperception that once an employee is hired by the County, he or she will be able to work for however long he or she wishes. These beliefs are not only held by some at the County, but also in most other government agencies from the federal government to the smallest municipalities.

This issue of terminating an employee for poor performance was highlighted in a recent article in *The Washington Post*. A recent report issued by the office that hears employee termination appeals for federal employees cites the main reason that managers do not terminate employees for poor performance is simply lack of action on the part of management.

Closer to home, only 23% of Unified Personnel System (UPS) employees in 2013 stated they believed management did a good or excellent job in dealing with poor performing employees.

Borrowing from the above cited report in *The Post* titled, "Adverse Actions: The Rules and The Reality," the following are some myths cited about separating poor performing employees from government employment.

Myth #1: Managers feel compelled to keep employees beyond the probationary period, even if they are not a good fit.

The UPS probationary period is one year from the date of hire and is a time to be used by management to ensure employees properly learn their jobs and become proficient in their positions. This time is vital in the evaluation of the new employee and, if the relationship is not working well for all involved, steps should be taken by management to remove the employee before he or she achieves "permanent" status.

Myth #2: Managers assume when a person is promoted to supervisor, that person should stay there, regardless of performance.

As with any promotion in the UPS classified service, there is a six-month probationary period for an employee promoted to a new classification. Again, this is a vital evaluation period to ensure the person will be successful in the new position. If not, steps should be taken by management to return the employee to his or her old, non-supervisory classification.

Myth #3: To terminate an employee, managers believe they need to prove misconduct or poor performance "beyond a reasonable doubt."

Through effective performance management utilizing the FACE of Performance, good faith efforts to train and coach, and following progressive discipline, management may reach a point where it needs to terminate employment. If the employee appeals that termination, the burden is on the employee to show by a preponderance of the evidence that some other action should have been taken. Management, in turn, need only show by a preponderance of the evidence that the employee who continues to perform or behave poorly should be terminated. Proving "beyond a reasonable doubt," is a much more difficult and higher standard.

Myth #4: Managers believe it takes too long to terminate.

Effective performance management utilizing the FACE of Performance and the progressive discipline process can help guide management dealing with the poor performing or behaving employee. By documenting effectively and staying on track with discipline processes when needed, management can proceed to move toward terminating employees who do not correct deficient performance or behavior in a timely manner.

Learning Opportunity

September 2015

Pinellas County
Human Resources
Helping U Succeed
www.pinellascounty.org/hr/training

Quarterly Training Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
	Aug 31	Sep 1	2	3	4
Aug 31 - Sep 4			8:00am 12:00pm Getting Ready for Retirement (ERB)		
	7	8	9	10	11
Sep 7 - 11	Labor Day	8:30am 12:00pm Problem Solving / Decision Making (Swisher 211)		8:30am 12:00pm Managing Electronic Records 1.0 (Swisher 111) 1:00pm 4:30pm Emotional Intelligence (Studio B)	
	14	15	16	17	18
Sep 14 - 18	8:30am 5:00pm Setting Sail - New Employee Orientation Class 1 (Annex 429)	8:30am 4:30pm Supervisory & Management Competencies Ser 8:30am 12:00pm The Power of Future Conversations (Utilities) 2:00pm 3:30pm Records Management: Why It Matters (A		2:00pm 3:30pm Records Management: Why It Matters (CJC)	
	21	22	23	24	25
Sep 21 - 25	8:30am 12:00pm Muster Drill - New Employee Orientation Class 2 (Extension)	8:30am 4:30pm Supervisory & Management Competencies Ser 8:30am 12:00pm Communicate This! (Swisher 211) 8:30am 12:00pm Managing Workplace Stress (Sheriff's Offic			
	28	29	30	Oct 1	2
Sep 28 - Oct 2	8:30am 5:00pm Setting Sail - New Employee Orientation Class 1 (Annex 429)	8:30am 4:30pm Supervisory & Management Competencies Series 3 of 9 (Studio B)	8:30am 12:00pm Sharpening Your Professional Image (Sheriff's Office Ulmerton Rd)		

Request enrollment for classes in OPUS. Users without OPUS access may register through their training coordinator. Class dates and times are subject to change. Not all classes are open to non-County Consortium members. Contact Training & Development at 464-3796 or email training@pinellascounty.org.

Learning Opportunity

October 2015

Pinellas County
Human Resources
Helping U Succeed
www.pinellascounty.org/hr/training

Quarterly Training Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
	Sep 28	29	30	Oct 1	2
Sep 28 - Oct 2				8:30am 4:30pm Intro to Supervision for Non-Supervisors (Studio B) 9:00am 4:00pm Project Management (Pinella Park Station)	
	5	6	7	8	9
Oct 5 - 9		8:30am 4:30pm Supervisory & Management Competencies Series 4 of 9 (Studio B)	8:30am 12:00pm The Changing Environment & Future Trends in Leadership Development (Studi 8:30am 12:00pm Workplace Diversity: Beyond Race, Religion & Gender (Utilities)	8:30am 12:00pm Five Dysfunctions of a Team (Utilities)	
	12	13	14	15	16
Oct 12 - 16	8:30am 5:00pm Setting Sail - New Employee Orientation Class 1 (Annex 429)	8:30am 4:30pm Supervisory & Management Competencies Ser 8:30am 12:00pm Problem Solving / Decision Making (Swisher 211) 1:00pm 4:30pm What To Do When Conflict Happens (Annex 429)		8:30am 12:30pm Records Management 1.0 (Swisher 111) 1:00pm 4:30pm Tips for Getting the Job You Want (Annex 429)	
	19	20	21	22	23
Oct 19 - 23	8:30am 12:00pm Muster Drill - New Employee Orientation Class 2 (Extension)	8:30am 4:30pm Supervisory & Management Competencies Series 6 of 9 (Studio B) 2:00pm 3:30pm Records Management: Why It Matters (Magnolia Room)		8:30am 12:00pm Myers Briggs Type Indicator (Studio B)	
	26	27	28	29	30
Oct 26 - 30	8:00am 12:00pm Freestyle Cruising - New Employee Orientation Class 3 (Extension) 8:30am 5:00pm Setting Sail - New Employee Orientation Class 1 (Annex 429)	8:30am 4:30pm Supervisory & Management Competencies Series 7 of 9 (Studio B) 9:30am 12:00pm Employee Self Service (Swisher 111)	8:30am 4:30pm Effective Leadership (Studio B)		

Request enrollment for classes in OPUS. Users without OPUS access may register through their training coordinator. Class dates and times are subject to change. Not all classes are open to non-County Consortium members. Contact Training & Development at 464-3796 or email training@pinellascounty.org.

Learning Opportunity

November 2015

Pinellas County
Human Resources

Helping U Succeed

www.pinellascounty.org/hr/training

Quarterly Training Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
	Nov 2	3	4	5	6
Nov 2 - 6		8:30am 4:30pm Supervisory & Management Competencies Series 8 of 9 (Studio B)		8:30am 4:30pm 5 Questions Every Leader Must Ask (Studio B) 8:30am 4:30pm High Performance Organization (Utilities) 8:30am 11:00am Records Management 2.0 (Swisher 111)	
	9	10	11	12	13
Nov 9 - 13	8:30am 5:00pm Setting Sail - New Employee Orientation Class 1 (Annex 429)		Veterans Day		
	16	17	18	19	20
Nov 16 - 20	8:30am 12:00pm Muster Drill - New Employee Orientation Class 2 (Extension)	8:30am 4:30pm Supervisory & Management Competencies Series 9 of 9 (Studio B)			
	23	24	25	26	27
Nov 23 - 27	8:30am 5:00pm Setting Sail - New Employee Orientation Class 1 (Annex 429)			Thanksgiving	Thanksgiving
	30	Dec 1	2	3	4
Nov 30 - Dec 4					

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