

*PLEASE POST*

**UNIFIED PERSONNEL BOARD  
AGENDA**

Date: April 7, 2016

Time: 6:30 p.m.

Location: BCC Assembly Room, Fifth Floor, Pinellas County Courthouse, 315 Court Street, Clearwater, Florida

**PLEDGE OF ALLEGIANCE**

EAC I. Employees' Advisory Council Representative

Human Resources II. CONSENT AGENDA  
1. Request Approval of the Minutes of the Special Personnel Board Meeting held February 18, 2016

Human Resources III. NEW BUSINESS  
1. Request Approval of the Airport Firefighters Pay Plan Adjustments  
2. Employee Survey Results  
3. HR Director Selection Discussion

Human Resources IV. INFORMATIONAL ITEMS  
1. Action Taken Under Authority Delegated by the Personnel Board  
2. Proposed FY 2017 Human Resources Budget  
3. Other Informational Items

Safety & Emergency Services V. Appellant's Motion for Reconsideration  
1. Andrew Belich

Persons are advised that, if they decide to appeal any decision made at this meeting/hearing, they will need a verbatim record of the proceedings, and, for such purposes, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

Persons with a disability needing reasonable accommodation(s) to participate in this proceeding should contact the Office of Human Rights, 400 S. Fort Harrison Ave., 5th Floor, Clearwater, FL 33756 (727) 464-4062 (V/TDD) no later than 48 hours prior to the meeting.

Clearwater, Florida, February 18, 2016

The Unified Personnel Board (UPB) met in special session at 6:29 P.M. on this date in the County Commission Assembly Room, Fifth Floor, Pinellas County Courthouse, 315 Court Street, Clearwater, Florida, with the following members present: Ricardo Davis, Chair; James Dates, Vice-Chair; Keith C. Dekle; Louise Dolsay; Bill Schulz; Joan M. Vecchioli; and Ron Walker.

Also Present: David Blasewitz, Interim Director of Human Resources; Michelle A. Wallace, Senior Assistant County Attorney; Christopher Bartlett, Board Reporter, Deputy Clerk; and other interested individuals.

#### AGENDA

PLEDGE OF ALLEGIANCE

Safety and Emergency Services

I. TERMINATION APPEAL

Andrew Belich

#### CALL TO ORDER

Chair Davis called the meeting to order at 6:29 P.M.; whereupon, he led the Pledge of Allegiance.

#### APPEAL OF TERMINATION OF ANDREW BELICH, FORMERLY OF SAFETY AND EMERGENCY SERVICES – DENIED

Appeal of Termination filed by Andrew Belich, formerly of Safety and Emergency Services, was presented by Leena Delli Paoli, Employee Advocate, representing the Appellant, and by Jodie Sechler, Ambulance Billing and Finance Services Director, representing the Appointing Authority.

At the Chair's request, the witnesses were sworn by the Deputy Clerk; whereupon, Chair Davis confirmed that exceptions to the prehearing conference statement have been made.

Attorney Wallace indicated that the first exception was an objection filed by the Appointing Authority regarding the Appellant's document titled *Case Surrounding the Advocate* on the grounds that the document addresses an unrelated matter and does not directly pertain to the Appellant.

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At the Chair's request, Ms. Sechler stated that the unrelated matter is between one of the Appellant's advocates and a member of management; and that the Appointing Authority is asking for the document to be removed; whereupon, Ms. Delli Paoli stated that the Appellant would agree and allow the removal of the document.

Attorney Wallace indicated that the second exception was an objection filed by the Appellant regarding the appearance of Jim Holbrook as witness on behalf of the Appellee on the grounds that his testimony would reference the Appellant's computer usage which is not a charge in this case. She noted that the Grievance Panel concluded that a computer use policy does not exist for the department and suggested that management consider creating a policy to set guidelines on computer use.

Ms. Sechler stated that Jim Holbrook is the department's Information Technology (IT) expert who provided management with system reports which were then used to determine disciplinary actions; and that Mr. Holbrook is available to answer any technical questions that may be asked by the Board.

At the Chair's request, Employee Co-Advocate Steve Yeatman stated that the Appellant objects to testimony from Mr. Holbrook for several reasons, including that the evidence presented was previously discounted at the informal grievance hearing; that some evidence was presented during the hearing which did not allow the Appellant adequate time to prepare his defense; that Mr. Holbrook's reports run counter to proving the stated charges against the Appellant; and that the documents in disclosure do not match the same documents more recently presented.

Ms. Vecchioli stated that the arguments presented go more towards the credibility of the evidence rather than the admissibility of the witness' testimony; that the documents do contain relative information regarding the productivity or lack thereof of the Appellant; and that should a document eventually be presented as evidence, the Appellant could object to its credibility at that time; whereupon, she stated that she would be uncomfortable ruling to exclude the witness in his entirety at this time.

Responding to query by Mr. Dekle, Attorney Wallace confirmed that no new evidence beyond what was presented at the grievance hearing should be brought forth for this hearing.

Mr. Yeatman noted that the video evidence presented by the Appointing Authority also varies from the video evidence presented earlier; whereupon, Chair Davis stated that arguments for the case will be made shortly; and that, at this time, the Board should only determine whether or not to allow Mr. Holbrook to testify.

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Mr. Dekle stated that he would allow the witness to testify but would object to any new evidence being introduced in the case, and Mr. Dates indicated that the documents could not be ruled out without knowing what the witness would offer in his testimony.

Ms. Vecchioli moved, seconded by Mr. Dates and carried unanimously, that the motion to prevent Mr. Holbrook from testifying be denied.

Following the vote, Mr. Dates noted that two weeks earlier the Board delayed hearing this appeal in order to allow the County Attorney's Office time to present the case; and that the County Attorney's Office is not present as expected at this hearing; whereupon, he asked for an explanation. Ms. Sechler indicated that initially County Administration recommended that a County attorney present the case due to several legal issues that might become complex; and that subsequent to that recommendation, a new direction was received which indicated that management would present the case; whereupon, Chair Davis called for opening statements in order to begin the hearing.

\* \* \* \*

During the testimony the hearing was recessed at 8:11 P.M. and 11:00 P.M., and reconvened at 8:21 P.M. and 11:08 P.M. respectively.

\* \* \* \*

Following the completion of the testimony and closing statements, Chair Davis reviewed the issues to be resolved by the Board and indicated that the first issue is whether the Appellant did commit the activities for which he was disciplined.

Mr. Walker moved, seconded by Ms. Dolsay, that the Appellant engaged in the activities for which he was terminated. Following discussion and upon call for the vote, the motion carried by a vote of 5 to 2, with Messrs. Dekle and Schulz dissenting.

Chair Davis indicated that the second issue is whether the Board finds that cause existed for the disciplinary action in that the Appellant's activities violated Personnel Rule XXIV, Items Nos. 3 and 8; whereupon, the members considered the resolution of each item separately.

Ms. Vecchioli moved, seconded by Mr. Walker, that cause existed for disciplinary action in that the Appellant's activities violated Personnel Rule XXIV, Item No. 3: Failure to Perform Duties.

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Following discussion and upon call for the vote, the motion carried by a vote of 5 to 2, with Messrs. Dekle and Schulz dissenting.

Thereupon, Mr. Dates moved, seconded by Chair Davis, that cause existed for disciplinary action in that the Appellant's activities violated Personnel Rule XXIV, Item No. 8: Leaving Work Station Without Authorization.

Responding to query by Mr. Walker, Chair Davis indicated that the Chair may second a motion; and that his interest in doing so is to move the discussion forward; whereupon, Mr. Walker stated that he would second the motion, and Chair Davis agreed to withdraw and accept Mr. Walker's second.

Ms. Vecchioli indicated that she did not feel the Appointing Authority met the burden of proof with regard to the charge, and Chair Davis stated that while he believes the Appellant did leave his workstation, there is no rule or procedure within the department that requires formal authorization to do so. Discussion ensued; whereupon, Mr. Dates withdrew his earlier motion, and Mr. Walker concurred.

Upon the Chair's call for a new motion, Mr. Dekle moved, seconded by Ms. Vecchioli and carried unanimously, that the Appointing Authority did not prove its case that the employee left his workstation without authorization.

Chair Davis indicated that the final issue is whether the disciplinary action taken by the Appointing Authority was appropriate. Mr. Walker moved, seconded by Ms. Vecchioli, that the disciplinary action was appropriate, and discussion ensued.

Mr. Dekle asked the Board to consider delaying a final decision while directing the department to consider other alternatives, and having the department return to the Board at another time with a recommendation other than terminating the employee, indicating that there may be precedent for such action; and Chair Davis noted that the Board would first need to dispose of the motion on the floor.

Following discussion and upon call for the vote, the motion carried by a vote of 5 to 2, with Messrs. Dekle and Schulz dissenting.

A digital recording of the proceeding has been made a part of the record.

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ADJOURNMENT

The meeting was adjourned at 12:01 A.M.

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Chair

## UNIFIED PERSONNEL SYSTEM

Annex Building 4th Floor  
400 S. Fort Harrison Ave.  
Clearwater, Florida 33756  
Phone: (727) 464-3367  
FAX: (727) 464-3949  
www.pinellascounty.org/hr



David Blasewitz  
Interim Director

TO: The Honorable Chair and Members of the Unified Personnel Board

FROM: Dave Blasewitz, Interim Director of Human Resources

SUBJECT: Airport Firefighters Pay Plan Adjustments

DATE: March 21, 2016

As requested, the Human Resources Department has reviewed the recruitment and retention issue associated with the Airport Firefighter, Airport Lieutenant, and Airport Fire Chief positions. The Airport Lieutenant and Airport Fire Chief classifications were reviewed and found to be in the appropriate pay grades and were found to be competitive with the comparable labor market.

**Recommendation:** Human Resources recommends a 5% increase to the minimum and maximum pay rates of the Fire Fighting Personnel Pay Plan.

The Airport Firefighter classification is based on a 48 hour work week. The St. Pete-Clearwater International Airport is considered a small hub airport and was compared to Orlando/Sanford International, Pensacola International, NW Florida Beaches International, and Sarasota Bradenton International airports.

It continues to be the goal of the UPS to recruit, develop, reward, and retain employees with the skills necessary to meet the business needs of the county. In order for the Airport Firefighter classification to be competitive with the labor market, an overall pay range adjustment is in order. The Airport Firefighter competitive pay plan is based upon market values that are commensurate with the skill set needed for success. It is recommended that the pay range for the Airport Firefighters receive a 5% adjustment for both the minimum and the maximum. Market value for journeyman level work within a classification is considered the midpoint within the pay range.

With a 5% increase, the annual new CF10 pay range will be \$33,362.68 for minimum and \$51,692.16 for maximum (Actual Pay Rates May Vary Due To Rounding). The new midpoint for CF10 will be \$42,531.84 which will bring the pay range in line with market value for an Airport Firefighter.

## CURRENT PAY PLAN

<b>Pinellas County Fire Fighting Personnel Pay Plan</b> <b>Effective Date December 27, 2015</b> (Based on a 48 hours Work Week) Actual Pay Rates May Vary Due to Rounding					
Grade	Rate	Minimum	Midpoint	3 <sup>rd</sup> Quartile	Maximum
<b>CF10</b>	Hourly	\$12.73	\$16.22	\$17.97	\$19.72
	Biweekly	\$1,222.08	\$1,557.12	\$1725.12	\$1,893.12
	Annual	\$31,774.08	\$40,485.12	\$44,853.12	\$49,221.12

## NEW PAY PLAN

<b>Pinellas County Fire Fighting Personnel Pay Plan</b> <b>Effective Date April 17, 2016</b> (Based on a 48 hours Work Week) Actual Pay Rates May Vary Due to Rounding					
Grade	Rate	Minimum	Midpoint	3 <sup>rd</sup> Quartile	Maximum
<b>CF10</b>	Hourly	\$13.37	\$17.04	\$18.88	\$20.71
	Biweekly	\$1283.52	\$1635.84	\$1811.52	\$1988.16
	Annual	\$33,362.68	\$42,531.84	\$47,099.52	\$51,692.16





## **Executive Summary**

### **2015 National Employee Survey (NES)**

#### **Unified Personnel System**

III.2.

### ***Background and Introduction***

The National Employee Survey (NES) was emailed to all employees in the Unified Personnel System in November 2015.

- 1,712 employees completed the 63-item survey equaling a response rate of 58%
- Margin of error of 2% at the 95% confidence level. Any variation of 3% or more is considered statistically significant.

This is the second biennial survey we conducted in partnership with the National Research Center and ICMA. The NES affords us two major advantages. We can track our progress on various aspects of job satisfaction over time and also compare our results to the benchmark of more than 18,000 employees of 31 local governments.

#### **Major topic areas included:**

- Employee Contribution and Fit
- Work Group Performance
- Employee–Supervisor Relationship
- Employee Performance Evaluation
- Wages and Benefits
- Communication and Decision Making
- Respect and Ethics
- Physical Work Environment
- Employee Development

### ***Key Findings***

- 58 of 63 items are rated favorably (over 50% positive ratings) by the majority of respondents.
- Our employees are satisfied with their jobs (85%) and think Pinellas County is a good employer (89%).
- They agree with the statements “I know what is expected of me at work” (90%) and “My values match or fit with the values of this organization” (85%).
- 84% award positive ratings to “The work being done in my work group overall” and 87% indicate they have good friends at work.
- The single highest rated item is “Maintaining a work environment that is free of drug or alcohol abuse” (95% positive).

## Areas Rated Higher from 2013-2015

### Performance Management

The most improved ratings are for performance measurement and two-way communication between employees and supervisors. Both of these areas received low ratings in 2013 and the survey findings contributed to the Appointing Authorities' decision to implement the FACE performance management system (Feedback, Ask Questions, Communication and Explore Options).

<i>Statement</i>	<i>2015 rating</i>	<i>2013 rating</i>	<i>% point change</i>
"Connection between compensation and performance" is still one of the lowest rated items at 36% favorable.	36%	23%	+13
Accurately evaluating performance	56%	44%	+12
Opportunities to develop a career path	52%	44%	+8
Encouraging employees to come up with innovative solutions to problems	60%	53%	+7
Welcoming employee involvement in decision-making	64%	58%	+6
Informing employees about decisions that impact work	66%	61%	+5
Listening to employee opinions	51%	47%	+4
Dealing with low-performing employees	27%	23%	+4
Providing specific, constructive feedback that helps improve performance	62%	59%	+3

We also introduced two new questions in 2015 to measure additional aspects of performance management.

1. 63% report "I have received recognition or praise for doing good work in the last seven days."
2. 73% agree with the statement "In the last six months, someone at work has talked with me about my progress."

### Other areas of improved positive ratings from 2013 to 2015

<i>Statement</i>	<i>2015 rating</i>	<i>2013 rating</i>	<i>% point change</i>
Communicating standards of ethical behavior	68%	61%	+7
Modeling standards of ethical behavior	66%	59%	+7
A respectful atmosphere	63%	58%	+5
Maintaining a work environment that is free of drug or alcohol abuse	95%	90%	+5
Supervisors treating employees with respect	73%	69%	+4

<i>Statement</i>	<i>2015 rating</i>	<i>2013 rating</i>	<i>% point change</i>
Compensation (salary and benefits) compared with similar opportunities	47%	43%	+4
Communicating information in a timely manner	60%	56%	+4
Maintaining a work environment that is free of violence or harassment	81%	78%	+3

***Areas Rated Lower from 2013-2015***

- “Providing individual and group work spaces to do the job effectively” (74%), dropped 6% from 80%.
- “The working relationships in my workgroup overall” (76%), down 3%.

***Areas of Continued Concern (Majority Ratings Fair/Poor)***

- Only 27% rate “Dealing with low-performing employees” positively. This is a 4% higher than 2013 ratings, but is still the single lowest rated survey item.
- “Rewarding high-performing employees” receives only 29% positive ratings.
- “Applying discipline fairly and consistently” is rated positively by 40%.
- 36% gave favorable ratings for “Connection between compensation and performance”, up 13%.

***Benchmarking***

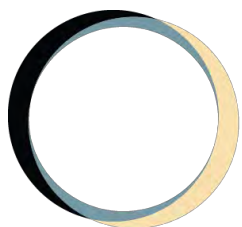
- Pinellas County rates higher than the benchmark in Employee Performance Evaluation, Employee Development, Communication and Decision Making and Physical Work Environment, and ratings are similar to the benchmark in the other five topic areas.
- 56 individual items are benchmarked for this survey. We score above the benchmark for 18. The other 38 are similar to the benchmark.
- In 2013 Pinellas County scored below the benchmark for nine items. No ratings are below the benchmark in 2015.



## Pinellas County, FL

Technical Appendices

2015



**NRC**  
National Research Center Inc

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The NES is presented by NRC in collaboration with ICMA.

NRC is a proud member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

## Appendix A: Complete Survey Responses

### Responses excluding “don’t know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

**Table 1: Question 1**

How likely or unlikely you are to recommend working for PINELLAS COUNTY to someone who asks?	Percent	Number
Very likely	54%	873
Somewhat likely	32%	515
Somewhat unlikely	7%	120
Very unlikely	6%	99
Total	100%	1,607

**Table 2: Question 2**

Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Total	
Overall, I am satisfied with my job	43%	735	42%	714	10%	169	5%	79	100%	1,697
Overall, I feel positive about working for PINELLAS COUNTY	49%	815	37%	614	9%	156	4%	64	100%	1,649
Overall, I think PINELLAS COUNTY is a good employer	52%	873	37%	621	8%	131	3%	45	100%	1,670
I plan on working for this organization a year from now	76%	1,148	17%	250	3%	51	4%	59	100%	1,508
I feel positively challenged in my current job	44%	748	36%	602	12%	194	8%	142	100%	1,686
I have good friends at work	47%	772	41%	673	9%	156	3%	57	100%	1,658
I know what is expected of me at work	58%	970	32%	542	7%	111	3%	58	100%	1,681
I have the opportunity to do what I do best every day at work	45%	758	34%	575	13%	211	8%	132	100%	1,676
My values match or fit with the values of this organization	46%	771	39%	645	10%	164	5%	89	100%	1,669
I have received recognition or praise for doing good work in the last seven days	37%	609	26%	422	15%	246	22%	366	100%	1,643
In the last six months, someone at work has talked to me about my progress	47%	782	26%	429	11%	189	16%	267	100%	1,667
The Employee Advisory Council (EAC) does a good job supporting my interests and/or concerns to upper management and the Personnel Board	28%	350	44%	543	15%	184	14%	171	100%	1,248

**Table 3: Question 3**

Please rate the quality of each of the following aspects of working for your DEPARTMENT-.	Excellent		Good		Fair		Poor		Total	
The working relationships in my department overall	24%	401	44%	730	20%	325	12%	195	100%	1,651
Communication among all staff overall	16%	255	39%	640	28%	452	17%	280	100%	1,627
The work being done at my department overall	35%	578	46%	757	15%	247	4%	63	100%	1,645
Overall staff morale	12%	200	37%	603	28%	463	23%	377	100%	1,643

The National Employee Survey™

Please rate the quality of each of the following aspects of working for your DEPARTMENT-	Excellent		Good		Fair		Poor		Total	
A respectful atmosphere	24%	395	39%	648	23%	375	14%	237	100%	1,655
Communicating standards of ethical behavior	28%	452	40%	651	20%	327	12%	201	100%	1,631
Modeling standards of ethical behavior	27%	444	39%	630	19%	316	15%	246	100%	1,636
Maintaining a work environment that is free of violence or harassment	50%	820	32%	525	11%	179	8%	129	100%	1,653
Maintaining a work environment that is free of drug or alcohol abuse	68%	1,089	27%	436	4%	62	1%	21	100%	1,608
Clarity of staff roles and responsibilities	25%	415	40%	669	23%	380	12%	191	100%	1,655
Accurately evaluating performance	20%	322	36%	564	26%	410	18%	276	100%	1,572
Compensation (salary and benefits) compared with similar opportunities	15%	249	32%	523	29%	477	23%	377	100%	1,626
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	40%	665	41%	671	15%	248	4%	59	100%	1,643
Connection between compensation and performance	10%	164	25%	401	28%	434	36%	574	100%	1,573
Dealing with low-performing employees	6%	85	22%	318	31%	457	42%	614	100%	1,474
Rewarding high-performing employees	7%	108	22%	335	30%	463	40%	615	100%	1,521
Defining performance objectives	14%	223	36%	576	33%	529	17%	273	100%	1,601
Applying discipline fairly and consistently	12%	174	28%	402	27%	391	33%	477	100%	1,444
Supporting continual learning and development	28%	461	38%	614	24%	392	10%	166	100%	1,633
Availability of opportunities for employees to develop knowledge and skills	26%	419	37%	602	25%	411	13%	205	100%	1,637
Coaching or mentoring employees	16%	261	33%	528	28%	451	22%	352	100%	1,592
Opportunities to develop a career path	17%	264	35%	564	26%	411	22%	358	100%	1,597
Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	33%	542	34%	547	19%	301	14%	232	100%	1,622
Availability of necessary materials, resources and equipment to do the job effectively	32%	521	42%	699	19%	314	7%	119	100%	1,653
Conversations with my supervisor about my performance	32%	515	35%	575	20%	326	13%	218	100%	1,634
Providing individual and group work spaces to do the job effectively	30%	493	44%	718	18%	303	8%	130	100%	1,644

Table 4: Question 4

Please rate the quality of each of the following aspects of your WORKGROUP.	Excellent		Good		Fair		Poor		Total	
The working relationships in my workgroup overall	31%	506	45%	744	17%	288	7%	112	100%	1,650
Communication among all staff in my workgroup overall	25%	412	43%	703	21%	347	11%	173	100%	1,635
The distribution of work among team members in my workgroup	22%	360	41%	659	23%	375	14%	222	100%	1,616
The quality of the working relationships between sections or workgroups in this organization	18%	286	41%	674	27%	436	14%	229	100%	1,625
The quality of work being done in my workgroup overall	39%	642	45%	727	13%	215	3%	45	100%	1,629
Overall staff morale in my workgroup	20%	329	39%	635	23%	383	18%	294	100%	1,641

Table 5: Question 5

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Total	
Fostering an atmosphere of mutual trust and confidence	29%	461	36%	578	20%	320	16%	256	100%	1,615
Promoting a positive working relationship among work group members	29%	466	38%	610	19%	314	14%	222	100%	1,612

The National Employee Survey™

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Total	
Providing specific, constructive feedback that helps improve performance	25%	403	37%	591	24%	380	15%	234	100%	1,608
Working together with employees to set goals	25%	402	35%	557	23%	369	16%	254	100%	1,582
Communicating expectations of employees	25%	409	37%	588	24%	384	14%	226	100%	1,607
Encouraging employees to make decisions concerning their work	32%	516	38%	615	18%	297	11%	185	100%	1,613
Informing employees about decisions that impact work	29%	462	37%	588	20%	327	14%	225	100%	1,602
Providing recognition for doing good work	27%	435	32%	517	22%	360	18%	292	100%	1,604
Treating employees with respect	40%	651	32%	526	16%	260	11%	182	100%	1,619
Welcoming employee involvement in decision-making	30%	478	34%	546	19%	300	17%	280	100%	1,604

Table 6: Question 6

Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority (BCC Commissioners Office, BCC County Administrator Departments, BTS, Clerk of the Circuit Court, Construction Licensing Board, County Attorney, Human Resources, Human Rights, Pinellas Planning Organization/MPO, Property Appraiser, Supervisor of Elections, and Tax Collector).	Excellent		Good		Fair		Poor		Total	
Clarity of strategic direction, goals and objectives	20%	317	43%	666	25%	394	12%	180	100%	1,557
Communicating information in a timely manner	19%	291	41%	642	26%	410	14%	220	100%	1,563
Communicating information that helps employees to understand the problems and issues facing Pinellas County	17%	273	38%	601	29%	451	16%	244	100%	1,569
Encouraging employees to come up with innovative solutions to problems	21%	323	39%	594	25%	379	16%	240	100%	1,536
Welcoming employee involvement in decision-making	18%	280	32%	493	27%	410	22%	337	100%	1,520
Listening to employee opinions	19%	285	32%	486	27%	413	22%	330	100%	1,514
Promoting a climate of mutual understanding and respect among members of different groups	20%	300	38%	579	25%	376	18%	274	100%	1,529
Overall level of confidence in the leadership of my top leadership	23%	365	36%	570	22%	349	18%	281	100%	1,565

Table 7: Question D1

What is your management status?	Percent	Number
Manager/Supervisor	26%	422
Non-supervisor	74%	1,182
Total	100%	1,604

Table 8: Question D2

What is your exemption status?	Percent	Number
Exempt	25%	403
Classified	75%	1,189
Total	100%	1,592



The National Employee Survey™

**Table 9: Question D3**

What is your race? (Check all that apply.)	Percent	Number
White	80%	1,231
Hispanic	5%	73
African American	11%	174
American Indian or Alaskan native	2%	25
Asian, Hawaiian or Pacific Islander	1%	20
Other	5%	83

Total may exceed 100% as respondents could select more than one option.

**Table 10: Question D4**

What is your gender?	Percent	Number
Male	46%	708
Female	54%	828
Total	100%	1,536

**Table 11: Question D5**

What is your age range?	Percent	Number
30 years or younger	6%	92
31 to 45 years	25%	391
46 to 60 years	58%	889
61 years or older	11%	172
Total	100%	1,544

**Table 12: Question D6**

How many years have you worked for Pinellas County?	Percent	Number
0 to 5 years	31%	479
6 to 10 years	14%	220
11 to 15 years	18%	284
16 to 20 years	13%	195
More than 20 years	24%	371
Total	100%	1,549

## Responses including “don’t know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Table 13: Question 1

How likely or unlikely you are to recommend working for PINELLAS COUNTY to someone who asks?	Percent	Number
Very likely	54%	873
Somewhat likely	32%	515
Somewhat unlikely	7%	120
Very unlikely	6%	99
Don't know	1%	24
Total	100%	1,631

Table 14: Question 2

Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.	Strongly agree		Somewhat agree		Somewhat disagree		Strongly disagree		Don't know		Total	
Overall, I am satisfied with my job	43%	735	42%	714	10%	169	5%	79	0%	3	100%	1,700
Overall, I feel positive about working for PINELLAS COUNTY	49%	815	37%	614	9%	156	4%	64	0%	6	100%	1,655
Overall, I think PINELLAS COUNTY is a good employer	52%	873	37%	621	8%	131	3%	45	0%	5	100%	1,675
I plan on working for this organization a year from now	72%	1,148	16%	250	3%	51	4%	59	6%	93	100%	1,601
I feel positively challenged in my current job	44%	748	35%	602	11%	194	8%	142	1%	11	100%	1,697
I have good friends at work	45%	772	40%	673	9%	156	3%	57	2%	39	100%	1,697
I know what is expected of me at work	58%	970	32%	542	7%	111	3%	58	0%	3	100%	1,684
I have the opportunity to do what I do best every day at work	45%	758	34%	575	13%	211	8%	132	1%	11	100%	1,687
My values match or fit with the values of this organization	45%	771	38%	645	10%	164	5%	89	2%	29	100%	1,698
I have received recognition or praise for doing good work in the last seven days	36%	609	25%	422	15%	246	22%	366	2%	35	100%	1,678
In the last six months, someone at work has talked to me about my progress	46%	782	25%	429	11%	189	16%	267	2%	27	100%	1,694
The Employee Advisory Council (EAC) does a good job supporting my interests and/or concerns to upper management and the Personnel Board	21%	350	32%	543	11%	184	10%	171	26%	442	100%	1,690

Table 15: Question 3

Please rate the quality of each of the following aspects of working for your DEPARTMENT.	Excellent		Good		Fair		Poor		Don't know		Total	
The working relationships in my department overall	24%	401	44%	730	20%	325	12%	195	0%	7	100%	1,658
Communication among all staff overall	16%	255	39%	640	28%	452	17%	280	0%	6	100%	1,633
The work being done at my department overall	35%	578	46%	757	15%	247	4%	63	1%	12	100%	1,657
Overall staff morale	12%	200	37%	603	28%	463	23%	377	0%	5	100%	1,648

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Please rate the quality of each of the following aspects of working for your DEPARTMENT.	Excellent		Good		Fair		Poor		Don't know		Total	
A respectful atmosphere	24%	395	39%	648	23%	375	14%	237	0%	2	100%	1,657
Communicating standards of ethical behavior	27%	452	39%	651	20%	327	12%	201	1%	18	100%	1,649
Modeling standards of ethical behavior	27%	444	38%	630	19%	316	15%	246	1%	21	100%	1,657
Maintaining a work environment that is free of violence or harassment	49%	820	32%	525	11%	179	8%	129	0%	8	100%	1,661
Maintaining a work environment that is free of drug or alcohol abuse	66%	1,089	26%	436	4%	62	1%	21	3%	50	100%	1,658
Clarity of staff roles and responsibilities	25%	415	40%	669	23%	380	12%	191	0%	5	100%	1,660
Accurately evaluating performance	20%	322	34%	564	25%	410	17%	276	4%	71	100%	1,643
Compensation (salary and benefits) compared with similar opportunities	15%	249	32%	523	29%	477	23%	377	2%	33	100%	1,659
Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	40%	665	41%	671	15%	248	4%	59	0%	7	100%	1,650
Connection between compensation and performance	10%	164	24%	401	26%	434	35%	574	5%	76	100%	1,649
Dealing with low-performing employees	5%	85	19%	318	28%	457	37%	614	11%	185	100%	1,659
Rewarding high-performing employees	7%	108	20%	335	28%	463	37%	615	8%	126	100%	1,647
Defining performance objectives	14%	223	35%	576	32%	529	17%	273	3%	47	100%	1,648
Applying discipline fairly and consistently	11%	174	24%	402	24%	391	29%	477	12%	206	100%	1,650
Supporting continual learning and development	28%	461	37%	614	24%	392	10%	166	1%	20	100%	1,653
Availability of opportunities for employees to develop knowledge and skills	25%	419	36%	602	25%	411	12%	205	1%	16	100%	1,653
Coaching or mentoring employees	16%	261	32%	528	27%	451	21%	352	4%	63	100%	1,655
Opportunities to develop a career path	16%	264	34%	564	25%	411	22%	358	4%	61	100%	1,658
Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	33%	542	33%	547	18%	301	14%	232	1%	21	100%	1,643
Availability of necessary materials, resources and equipment to do the job effectively	31%	521	42%	699	19%	314	7%	119	0%	3	100%	1,656
Conversations with my supervisor about my performance	31%	515	35%	575	20%	326	13%	218	1%	20	100%	1,654
Providing individual and group work spaces to do the job effectively	30%	493	43%	718	18%	303	8%	130	1%	12	100%	1,656

Table 16: Question 4

Please rate the quality of each of the following aspects of your WORKGROUP.	Excellent		Good		Fair		Poor		Don't know		Total	
The working relationships in my workgroup overall	31%	506	45%	744	17%	288	7%	112	0%	7	100%	1,657
Communication among all staff in my workgroup overall	25%	412	43%	703	21%	347	11%	173	1%	10	100%	1,645
The distribution of work among team members in my workgroup	22%	360	40%	659	23%	375	13%	222	2%	37	100%	1,653
The quality of the working relationships between sections or workgroups in this organization	17%	286	41%	674	26%	436	14%	229	2%	27	100%	1,652
The quality of work being done in my workgroup overall	39%	642	44%	727	13%	215	3%	45	1%	24	100%	1,653
Overall staff morale in my workgroup	20%	329	38%	635	23%	383	18%	294	1%	13	100%	1,654

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Table 17: Question 5

Please rate each of the following aspects of your SUPERVISOR'S performance.	Excellent		Good		Fair		Poor		Don't know		Total	
Fostering an atmosphere of mutual trust and confidence	28%	461	35%	578	20%	320	16%	256	1%	15	100%	1,630
Promoting a positive working relationship among work group members	29%	466	38%	610	19%	314	14%	222	1%	14	100%	1,626
Providing specific, constructive feedback that helps improve performance	25%	403	36%	591	23%	380	14%	234	1%	21	100%	1,629
Working together with employees to set goals	25%	402	34%	557	23%	369	16%	254	2%	37	100%	1,619
Communicating expectations of employees	25%	409	36%	588	24%	384	14%	226	1%	21	100%	1,628
Encouraging employees to make decisions concerning their work	32%	516	38%	615	18%	297	11%	185	1%	16	100%	1,629
Informing employees about decisions that impact work	28%	462	36%	588	20%	327	14%	225	1%	21	100%	1,623
Providing recognition for doing good work	27%	435	32%	517	22%	360	18%	292	2%	26	100%	1,630
Treating employees with respect	40%	651	32%	526	16%	260	11%	182	0%	6	100%	1,625
Welcoming employee involvement in decision-making	29%	478	34%	546	18%	300	17%	280	1%	20	100%	1,624

Table 18: Question 6

Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority (BCC Commissioners Office, BCC County Administrator Departments, BTS, Clerk of the Circuit Court, Construction Licensing Board, County Attorney, Human Resources, Human Rights, Pinellas Planning Organization/MPO, Property Appraiser, Supervisor of Elections, and Tax Collector).	Excellent		Good		Fair		Poor		Don't know		Total	
Clarity of strategic direction, goals and objectives	20%	317	41%	666	25%	394	11%	180	3%	49	100%	1,606
Communicating information in a timely manner	18%	291	40%	642	26%	410	14%	220	2%	29	100%	1,592
Communicating information that helps employees to understand the problems and issues facing Pinellas County	17%	273	37%	601	28%	451	15%	244	2%	35	100%	1,604
Encouraging employees to come up with innovative solutions to problems	20%	323	37%	594	24%	379	15%	240	4%	68	100%	1,604
Welcoming employee involvement in decision-making	17%	280	31%	493	25%	410	21%	337	5%	88	100%	1,608
Listening to employee opinions	18%	285	30%	486	26%	413	21%	330	6%	92	100%	1,606
Promoting a climate of mutual understanding and respect among members of different groups	19%	300	36%	579	23%	376	17%	274	5%	73	100%	1,602
Overall level of confidence in the leadership of my top leadership	23%	365	35%	570	22%	349	17%	281	3%	42	100%	1,607

Table 19: Question D1

What is your management status?	Percent	Number
Manager/Supervisor	26%	422
Non-supervisor	74%	1,182
Total	100%	1,604

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**Table 20: Question D2**

What is your exemption status?	Percent	Number
Exempt	25%	403
Classified	75%	1,189
Total	100%	1,592

**Table 21: Question D3**

What is your race? (Check all that apply.)	Percent	Number
White	80%	1,231
Hispanic	5%	73
African American	11%	174
American Indian or Alaskan native	2%	25
Asian, Hawaiian or Pacific Islander	1%	20
Other	5%	83

Total may exceed 100% as respondents could select more than one option.

**Table 22: Question D4**

What is your gender?	Percent	Number
Male	46%	708
Female	54%	828
Total	100%	1,536

**Table 23: Question D5**

What is your age range?	Percent	Number
30 years or younger	6%	92
31 to 45 years	25%	391
46 to 60 years	58%	889
61 years or older	11%	172
Total	100%	1,544

**Table 24: Question D6**

How many years have you worked for the Pinellas County?	Percent	Number
0 to 5 years	31%	479
6 to 10 years	14%	220
11 to 15 years	18%	284
16 to 20 years	13%	195
More than 20 years	24%	371
Total	100%	1,549

## Appendix B: Benchmark Comparisons

NRC's database of comparative employee opinion comprises the perspectives of more than 18,000 employees gathered from employee surveys from local governments across the U.S. Those employees evaluated the organization in which they work and gave their opinion about job satisfaction, supervisor relationships and other aspects of the employee experience. Pinellas County was compared to the entire database. A benchmark comparison (the average percent positive from all the comparison organizations where a question was asked, excluding Pinellas County's) has been provided when there were at least five organizations in which the question was asked. The percent positive response was created by combining the most favorable response options (i.e., "strongly agree" and "somewhat agree" or "excellent" and "good").

Where comparisons are available, two columns are provided in the table. The first column is Pinellas County's percent positive. The second shows the comparison of Pinellas County's rating to the benchmark, where Pinellas County's results are noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark. These labels come from a statistical comparison of Pinellas County's rating to the benchmark where a rating is considered "similar" if it is within the margin of error (five percentage points or less) and "higher" or "lower" if the difference between Pinellas County's rating and the benchmark is greater the margin of error (greater than five percentage points).

**Table 25: Dimensions of Employee Experience Indices Benchmarks**

	Pinellas County rating	Comparison to benchmark
Job Satisfaction Index	86%	Similar
Employee Contribution and Fit Index	81%	Similar
Work Group Performance Index	71%	Similar
Employee-Supervisor Relationship Index	64%	Similar
Employee Performance Evaluation Index	49%	Higher
Employee Development Index	58%	Higher
Wages and Benefits Index	65%	Similar
Communication and Decision-making Index	56%	Higher
Respect and Ethics Index	62%	Similar
Physical Work Environment Index	80%	Higher

**Table 26: Aspects of Job Satisfaction**

		Pinellas County rating	Comparison to benchmark
Job Satisfaction	Overall, I am satisfied with my job	85%	Similar
	Overall, I feel positive about working for PINELLAS COUNTY	87%	Similar
	Overall, I think PINELLAS COUNTY is a good employer	89%	Similar
	I plan on working for this organization a year from now	93%	Similar
Employee Contribution and Fit	I have the opportunity to do what I do best every day at work	80%	Similar
	My values match or fit with the values of this organization	85%	Similar
	I have good friends at work	87%	Similar
	I know what is expected of me at work	90%	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	63%	Higher
	In the last six months, someone at work has talked to me about my progress	73%	Higher

**Table 27: Aspects of Supervisor and Work Group Relationships**

		Pinellas County rating	Comparison to benchmark
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	64%	Similar
	Promoting a positive working relationship among work group members	67%	Similar
	Providing specific, constructive feedback that helps improve performance	62%	Similar
	Working together with employees to set goals	61%	Similar
	Communicating expectations of employees	62%	Similar
	Treating employees with respect	73%	Similar
	Informing employees about decisions that impact work	66%	Similar
	Providing recognition for doing good work	59%	Similar
	Welcoming employee involvement in decision-making	64%	Higher
Work Group Performance	The working relationships in my workgroup overall	76%	Similar
	The quality of work being done in my workgroup overall	84%	Similar
	Communication among all staff in my workgroup overall	68%	Similar
	Overall staff morale in my workgroup	59%	Similar

**Table 28: Aspects of Pinellas County's Executive Leadership**

		Pinellas County rating	Comparison to benchmark
Employee Development	Encouraging employees to come up with innovative solutions to problems	60%	Higher
Communication and Decision-making	Communicating information in a timely manner	60%	Higher
	Communicating information that helps employees to understand the problems and issues facing Pinellas County	56%	Higher
	Welcoming employee involvement in decision-making	51%	Higher
	Listening to employee opinions	51%	Higher
	Clarity of strategic direction, goals and objectives	63%	Higher
Respect and Ethics	Overall level of confidence in the leadership of my top leadership	60%	Similar

**Table 29: Aspects of Pinellas County Workplace**

		Pinellas County rating	Comparison to benchmark
Job Satisfaction	How likely or unlikely you are to recommend working for PINELLAS COUNTY to someone who asks?	86%	Higher
Employee Contribution and Fit	Clarity of staff roles and responsibilities	65%	Higher
Employee Performance Evaluation	Defining performance objectives	50%	Similar
	Accurately evaluating performance	56%	Higher
	Connection between compensation and performance	36%	Higher
	Dealing with low-performing employees	27%	Similar
	Rewarding high-performing employees	29%	Similar
Employee Development	Supporting continual learning and development	66%	Similar
	Availability of opportunities for employees to develop knowledge and skills	62%	Similar

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		Pinellas County rating	Comparison to benchmark
	Coaching or mentoring employees	50%	Similar
	Opportunities to develop a career path	52%	Higher
Wages and Benefits	Compensation (salary and benefits) compared with similar opportunities	47%	Similar
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	81%	Similar
	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	67%	Similar
Communication and Decision-making	Communication among all staff overall	55%	Higher
Respect and Ethics	A respectful atmosphere	63%	Similar
	Applying discipline fairly and consistently	40%	Similar
	Communicating standards of ethical behavior	68%	Similar
	Modeling standards of ethical behavior	66%	Higher
	The working relationships in my department overall	69%	Similar
	The work being done at my department overall	81%	Higher
	Overall staff morale	49%	Higher
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	81%	Similar
	Maintaining a work environment that is free of drug or alcohol abuse	95%	Similar
	Availability of necessary materials, resources and equipment to do the job effectively	74%	Similar
	Providing individual and group work spaces to do the job effectively	74%	Similar



## Appendix C: Survey Background and Methodology

### Survey Background

Pinellas County partnered with National Research Center, Inc. (NRC) to conduct a County-wide employee survey. Employees were asked questions about their job satisfaction, work environment, compensation, supervisory relationships, organizational climate and communication. This was the second survey of Pinellas County employees. The results can be used by the County to better understand employee experiences, address employee concerns and monitor perspectives over time.

The survey consisted of thematically similar statements grouped into question sets and all were asked on a four-point scale (e.g., strongly agree, somewhat agree, somewhat disagree, strongly disagree or excellent, good, fair, poor), and questions about respondent employment and sociodemographic characteristics].

### How the Data Were Collected

Pinellas County notified employees of the upcoming survey. Employees with email addresses received three email reminder messages with the survey link over the following two weeks. The County provided staff who do not have regular access to computers and/or who do not have County email addresses with hard copies of the survey. Data collection continued through the November 25<sup>th</sup>. Of the 2,960 employees receiving an invitation to complete the survey, a total of 1,712 employees returned completed surveys, providing a response rate of 58%.

Since the surveys were completed online, the data were automatically saved electronically. The data were then exported into a text-only format and the electronic dataset was imported and analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). Frequency distributions for each question are presented in the report appendices. The anonymity of all employees is fully maintained as no names or other unique identifiers have been recorded.

### How the Results Are Reported

Tables and charts displaying the “percent positive” are presented in the Workplace Report. The percent positive is the combination of the top two most positive response options (i.e., “strongly agree” and “somewhat agree” or “excellent” and “good”). On many of the questions in the survey, respondents could answer, “don’t know.” The proportion of respondents giving this reply, including and excluding “don’t know,” is shown in the full set of responses in **Appendix A: Complete Survey Responses**. However, these responses have been removed from the analyses presented in the Workplace Report. In other words, the figures display the responses from respondents who had an opinion about a specific item.

When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding percentages to the nearest whole number.

### Employee Satisfaction and Calculation of Indices

Employees rated dozens of aspects related to the working environment of the County. These items were categorized into 10 dimensions of the employee experience: *job satisfaction, communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance* and *employee contribution and fit*. The individual survey items comprising each of these dimension is shown in Table 30.

The two most positive points on the response scale (i.e., “strongly” and “somewhat” agree or “excellent” and “good”) for each item included in a dimension were combined and averaged to create an average percent positive index rating. To assess which dimensions were most important to overall employee satisfaction, the index ratings for *communication and decision-making, respect and ethics, wages and benefits, physical work environment, supervisor relationship, performance evaluation, employee development, work group performance* and

*employee contribution and fit* were correlated to the index rating of *job satisfaction*. Those dimensions that correlate most highly with *job satisfaction* are good predictors of overall job satisfaction and may be useful focus areas to consider for enhancement of employee satisfaction.

Table 30: Dimensions of Employee Experience

Dimension	Item	Description
Job Satisfaction	q7	How likely or unlikely you are to recommend working for Pinellas County to someone who asks?
	q8a	Overall, I am satisfied with my job
	q8b	Overall, I feel positive about working for Pinellas County
	q8c	Overall, I think Pinellas County is a good employer
	q8d	I plan on working for this organization a year from now
	q8h	I feel positively challenged in my current job
Contribution and Fit	q8j	I have good friends at work
	q8k	I know what is expected of me at work
	q8l	I have the opportunity to do what I do best every day at work
	q8m	My values match or fit with the values of this organization
	q9m	Clarity of staff roles and responsibilities
Supervisor Relationship	q11a	Fostering an atmosphere of mutual trust and confidence
	q11b	Promoting a positive working relationship among work group members
	q11c	Providing specific, constructive feedback that helps improve performance
	q11d	Working together with employees to set goals
	q11e	Communicating expectations of employees
	q11f	Informing employees about decisions that impact work
	q11g	Providing recognition for doing good work
	q11h	Treating employees with respect
	q11i	Welcoming employee involvement in decision-making
Workgroup Performance	q10a	The working relationships in my workgroup overall
	q10b	Communication among all staff in my workgroup overall
	q10d	The quality of work being done in my workgroup overall
	q10e	Overall staff morale in my workgroup
Employee Development	q9y	Supporting continual learning and development
	q9z	Availability of opportunities for employees to develop knowledge and skills
	q9aa	Coaching or mentoring employees
	q9cc	Opportunities to develop a career path
	q12f	Encouraging employees to come up with innovative solutions to problems
Employee Performance Evaluation	q8o	I have received recognition or praise for doing good work in the last seven days
	q8p	In the last six months, someone at work has talked to me about my progress
	q9q	Accuracy of performance evaluations
	q9t	Connection between compensation and performance
	q9u	Dealing with low-performing employees
	q9v	Recognizing high-performing employees
	q9w	Defining performance objectives
Wages and Benefits	q9r	Compensation (salary, benefits and incentives/bonuses) compared with similar opportunities
	q9s	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)
	q9dd	Work schedule flexibility
Communication and	q9b	Communication among all staff overall

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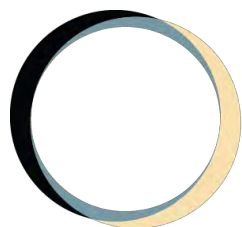
Dimension	Item	Description
Decision-making	q12b	Clarity of strategic direction, goals and objectives
	q12d	Communicating information in a timely manner
	q12e	Communicating information that helps employees to understand the problems and issues facing the County
	q12g	Welcoming employee involvement in decision-making
	q12h	Listening to employee opinions
Respect and Ethics	q9a	The working relationships at Pinellas County overall
	q9d	The work being done at Pinellas County overall
	q9e	Overall staff morale
	q9g	A respectful atmosphere
	q9h	Communicating standards of ethical behavior
	q9i	Modeling standards of ethical behavior
	q9x	Applying discipline fairly and consistently
	q12m	Overall level of confidence in the leadership of Pinellas County
Physical Work Environment	q9j	Maintaining a work environment that is free of violence or harassment
	q9k	Maintaining a work environment that is free of drug or alcohol abuse
	q9ee	Availability of necessary materials, resources and equipment to do the job effectively
	q9ff	Providing individual and group work spaces to do the job effectively



## Pinellas County, FL

Trends over Time

2015



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# Summary

The National Employee Survey™ (The NES™) is a collaborative effort between National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA). The survey and its administration are standardized to assure high quality research methods and directly comparable results across The NES communities. The NES captures the opinions of employees regarding their satisfaction on the job and other key characteristics of a quality work environment: communication, organizational ethics, employee fit, wages and benefits, the physical work space, supervisory relationships, the job feedback system, professional development and self-reported performance. This report discusses trends over time, comparing the 2015 ratings for Pinellas County to its previous survey results in 2013. Additional reports and technical appendices are available under separate cover.

Trend data for Pinellas County represent important comparison data and should be examined for improvements or declines. Deviations from stable trends over time, especially, represent opportunities for understanding how local policies, programs or public information may have affected **employees'** opinions.

Meaningful differences between survey years **have been noted within the following tables as being “higher” or “lower”** if the differences are greater than three percentage points between the 2013 and 2015 surveys, otherwise the comparison between 2013 and 2015 **are noted as being “similar.”** Additionally, benchmark comparisons for both survey years are presented for reference. Changes in the benchmark comparison over time can be impacted by various trends, including varying survey cycles for the individual communities that comprise the benchmarks, regional and national economic or other events, as well as emerging survey methodologies.

Ratings in Pinellas County for 2015 generally remained stable. Of the 43 items for which comparisons were available, 24 items were rated similarly in 2013 and 2015, two showed a decrease in ratings and 17 showed an increase in ratings. Notable trends over time included the following:

- When comparisons were available, all aspects of Job Satisfaction stable from 2013 to 2015.
- Most aspects of Supervisor and Work Group Relationship remained stable over time; however ratings decreased for the working relationships in my workgroup overall and ratings increased for informing employees about decisions that impact work, treating employees with respect and welcoming employee involvement in decision-making.
- Ratings for **most of the aspects of Pinellas County's Executive Leadership increased from 2013 to 2015.** Ratings increased for encouraging employees to come up with innovative solutions to problems, communicating information in a timely manner, welcoming employee involvement in decision making and listening to employee opinions.
- Several aspects of Pinellas County Workplace increased from 2013 to 2015 including: accurately evaluating performance, connection between compensation and performance, dealing with low-performing employees, opportunities to develop a career path, compensation (salary and benefits) compared with similar opportunities, respectful atmosphere, communicating standards of ethical behavior, modeling standards of ethical behavior, applying discipline fairly and consistently, maintaining a work environment free of violence or harassment and for maintaining a work environment free of drug or alcohol abuse. However, ratings decreased for providing individual and group work spaces to do the job effectively.

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**Table 1: Aspects of Job Satisfaction**

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
Job Satisfaction	Overall, I am satisfied with my job	83%	85%	Similar	Lower	Similar
	Overall, I feel positive about working for PINELLAS COUNTY	84%	87%	Similar	Similar	Similar
	Overall, I think PINELLAS COUNTY is a good employer	88%	89%	Similar	Similar	Similar
	I plan on working for this organization a year from now	93%	93%	Similar	Similar	Similar
Employee Contribution and Fit	I have good friends at work	85%	87%	Similar	Lower	Similar
	I know what is expected of me at work	NA	90%	NA	NA	Similar
	I have the opportunity to do what I do best every day at work	77%	80%	Similar	Similar	Similar
	My values match or fit with the values of this organization	87%	85%	Similar	Similar	Similar
Employee Performance Evaluation	I have received recognition or praise for doing good work in the last seven days	NA	63%	NA	NA	Higher
	In the last six months, someone at work has talked to me about my progress	NA	73%	NA	NA	Higher

**Table 2: Aspects of Supervisor and Work Group Relationship**

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
Work Group Performance	The working relationships in my workgroup overall	79%	76%	Lower	Similar	Similar
	Communication among all staff in my workgroup overall	NA	68%	NA	NA	Similar
	The quality of work being done in my workgroup overall	87%	84%	Similar	Higher	Similar
	Overall staff morale in my workgroup	NA	59%	NA	NA	Similar
Employee-Supervisor Relationship	Fostering an atmosphere of mutual trust and confidence	62%	64%	Similar	Lower	Similar
	Promoting a positive working relationship among work group members	64%	67%	Similar	Similar	Similar
	Providing specific, constructive feedback that helps improve performance	59%	62%	Similar	Similar	Similar
	Working together with employees to set goals	59%	61%	Similar	Similar	Similar
	Communicating expectations of employees	59%	62%	Similar	Similar	Similar

The National Employee Survey™

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
	Informing employees about decisions that impact work	61%	66%	Higher	Similar	Similar
	Providing recognition for doing good work	60%	59%	Similar	Similar	Similar
	Treating employees with respect	69%	73%	Higher	Similar	Similar
	Welcoming employee involvement in decision-making	58%	64%	Higher	Similar	Higher

Table 3: Aspects of Pinellas County's Executive Leadership

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
Employee Development	Encouraging employees to come up with innovative solutions to problems	53%	60%	Higher	Similar	Higher
Communication and Decision-making	Clarity of strategic direction, goals and objectives	NA	63%	NA	NA	Higher
	Communicating information in a timely manner	56%	60%	Higher	Similar	Higher
	Communicating information that helps employees to understand the problems and issues facing Pinellas County	56%	56%	Similar	Similar	Higher
	Welcoming employee involvement in decision-making	47%	51%	Higher	Similar	Higher
	Listening to employee opinions	47%	51%	Higher	Similar	Higher
Respect and Ethics	Overall level of confidence in the leadership of my top leadership	NA	60%	NA	NA	Similar

Table 4: Aspects of Pinellas County Workplace

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
Job Satisfaction	How likely or unlikely you are to recommend working for PINELLAS COUNTY to someone who asks?	NA	86%	NA	NA	Higher
Employee Contribution and Fit	Clarity of staff roles and responsibilities	NA	65%	NA	NA	Higher
Employee Performance Evaluation	Accurately evaluating performance	44%	56%	Higher	Lower	Higher
	Connection between compensation and performance	23%	36%	Higher	Lower	Higher
	Dealing with low-performing employees	23%	27%	Higher	Similar	Similar
	Rewarding high-performing employees	27%	29%	Similar	Similar	Similar
	Defining performance objectives	52%	50%	Similar	Similar	Similar
Employee Development	Supporting continual learning and development	66%	66%	Similar	Similar	Similar

The National Employee Survey™

		Percent rating positively (e.g., excellent/good, strongly/somewhat agree)		2015 rating compared to 2013	Comparison to benchmark	
		2013	2015		2013	2015
	Availability of opportunities for employees to develop knowledge and skills	61%	62%	Similar	Similar	Similar
	Coaching or mentoring employees	48%	50%	Similar	Similar	Similar
	Opportunities to develop a career path	44%	52%	Higher	Higher	Higher
Wages and Benefits	Compensation (salary and benefits) compared with similar opportunities	43%	47%	Higher	Lower	Similar
	Benefits overall (vacation, sick leave, health care, retirement plan, etc.)	82%	81%	Similar	Similar	Similar
	Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)	67%	67%	Similar	Similar	Similar
Communication and Decision-making	Communication among all staff overall	NA	55%	NA	NA	Higher
Respect and Ethics	The working relationships in my department overall	NA	69%	NA	NA	Similar
	The work being done at my department overall	NA	81%	NA	NA	Higher
	Overall staff morale	NA	49%	NA	NA	Higher
	A respectful atmosphere	58%	63%	Higher	Similar	Similar
	Communicating standards of ethical behavior	61%	68%	Higher	Similar	Similar
	Modeling standards of ethical behavior	59%	66%	Higher	Similar	Higher
	Applying discipline fairly and consistently	40%	40%	Similar	Similar	Similar
Physical Work Environment	Maintaining a work environment that is free of violence or harassment	78%	81%	Higher	Similar	Similar
	Maintaining a work environment that is free of drug or alcohol abuse	90%	95%	Higher	Similar	Similar
	Availability of necessary materials, resources and equipment to do the job effectively	76%	74%	Similar	Similar	Similar
	Providing individual and group work spaces to do the job effectively	80%	74%	Lower	Higher	Similar



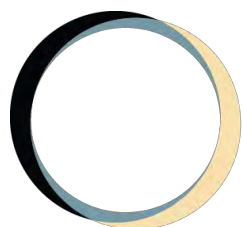
# THE NES<sup>TM</sup>

The National Employee Survey<sup>TM</sup>

## Pinellas County, FL

Workplace Report

2015



**NRC**  
National Research Center Inc

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**ICMA**

*Leaders at the Core of Better Communities*

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Washington, DC 20002  
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The NES is presented by NRC in collaboration with ICMA.

NRC is a proud member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

# About

This report of **The National Employee Survey™ (The NES™)** for Pinellas County provides the opinions of employees regarding their satisfaction on the job and other key characteristics of a quality work environment: communication, organizational ethics, employee fit, wages and benefits, the physical work space, supervisory relationships, the job feedback system, professional development and self-reported performance. A periodic sounding of employee opinion on these critical work climate issues offers management, staff and elected officials an opportunity to identify challenges, plan for and evaluate improvements and sustain organizational effectiveness for long-term success.

The National Employee **Survey™ (The NES)** report is about the work environment of Pinellas County. A quality work environment is a workplace that is not simply acceptable, but that is desirable. It is not only where people do work, but where they want to work.

Great workplaces are partnerships of employees, management and the residents they serve. The NES captures **employees'** opinions within four aspects of organizational climate: Job Satisfaction, Supervisor and Workgroup, Executive Leadership and Workplace.

A total of 1,712 completed surveys were obtained, providing an overall response rate of 58%. Because not all employees responded, NRC recommends using plus or minus two percentage points as the margin of error around any given percent reported for the organization as a whole. The full description of methods used to garner these opinions can be found in the ***Technical Appendices*** provided under separate cover.

# Highlights

## **Pinellas County employees are satisfied with their jobs.**

Most employees rated the various aspects of Job Satisfaction highly, with 85% agreeing that they were satisfied with their job overall and 86% indicating that they were likely to recommend working for the County. About 9 in 10 employees felt that Pinellas County was a good employer. At least 4 in 5 employees gained satisfaction from their current job responsibilities and planned on working for the County in a year. Pinellas County employees tended to give evaluations that were similar to or higher than those given by employees in other organizations across the country. Further, these high rates of Job Satisfaction tended to remain stable from 2013 to 2015 (for more information on comparisons over time, see the *Trends over Time* report under separate cover).

## **Employee Contribution and Fit and Wages and Benefits are key focus areas.**

When determining the job features that are most influential on employees' ratings of overall job satisfaction, Employee Contribution and Fit and Wages and Benefits rose to the top. A focus on improvements to these areas of the employee experience could enhance job satisfaction among employees. The average rating for Employee Contribution and Fit was similar to the benchmark as was the average rating for Wages and Benefits.

## **Employees have a high opinion of the County's Executive Leadership and Supervisors.**

All ratings of employee-supervisor relationships were positive and mostly similar to ratings in other communities. A majority of employees felt that their supervisors provided recognition for doing good work, felt their supervisors welcomed employee involvement in decision-making, promoted a positive working relationship among work group members, fostered an atmosphere of mutual trust and confidence and communicated expectations of employees. Most aspects of the **County's** Executive Leadership were rated positively by a majority of employees and almost all were higher than ratings in comparison organizations.

# Overall Employee Satisfaction

Knowing where to focus resources to improve employees' satisfaction with the workplace requires information that targets job features that are most important to employees. Employees were asked to rate more than 50 different aspects of the organization, which have been grouped into the larger job features shown in the figure below (the individual items making up each job feature can be found under separate cover in the *Technical Appendices*). The color of each indicates the comparison of its rating (the average across ratings given to each aspect included in that specific job feature) to **NRC's** national employee benchmark database.

In addition to a benchmark comparison for each job feature, the image below includes one or more stars to indicate which job features were the most influential on ratings of employee job satisfaction. Key features found to be most strongly correlated with job satisfaction in Pinellas County were:

- Employee Contribution and Fit
- Wages and Benefits
- Communication and Decision-Making

To impact employee job satisfaction, an organization typically will want to consider improvements to any key features that are not at least similar to the benchmark. In the case of Pinellas County, no key drivers were below the benchmark. Therefore, Pinellas County may wish to seek improvements to Employee Contribution and Fit and Wages and Benefits, as these key drivers received ratings similar to other benchmark jurisdictions.

## Legend

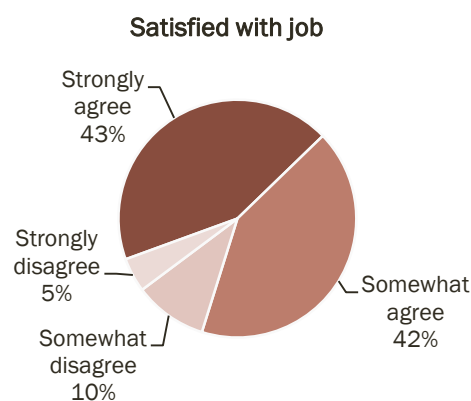
- Higher than benchmark
- Similar to benchmark
- Lower than benchmark
- ★ Most influential on overall job satisfaction



# Job Satisfaction

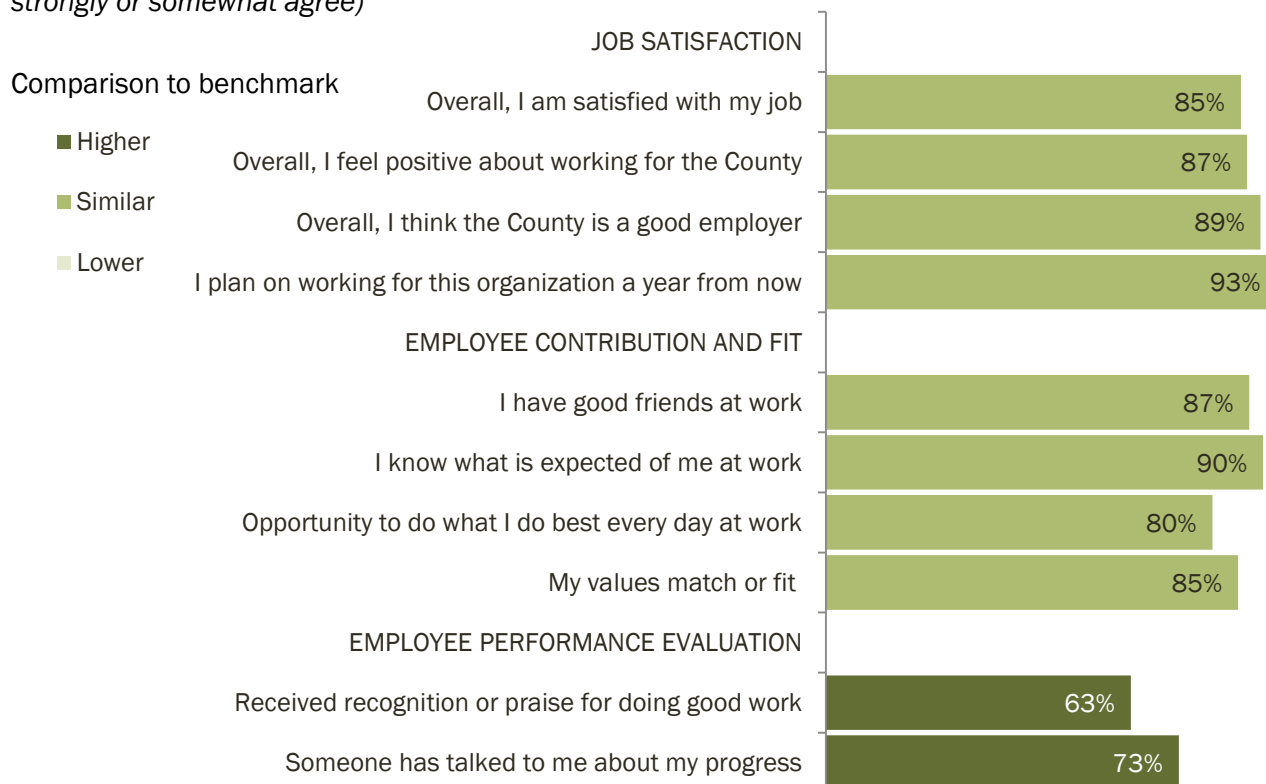
An organization of satisfied employees is an organization where employees feel motivated to do their best possible work and where they hope to continue working in years to come. In Pinellas County, 85% of employees strongly or somewhat agreed that they were satisfied with their job, which was similar to ratings in other organizations across the nation.

Delving deeper into Job Satisfaction, employees evaluated specific aspects of their work experience. At least 4 in 5 employees gave excellent or good ratings to all aspects of Job Satisfaction and Employee Contribution and Fit. These ratings were similar to ratings in other local governments. Both aspects of Employee Performance Evaluation were higher than in comparison communities.



**Figure 1: Aspects of Job with County**

*Percent positive (e.g., excellent or good, strongly or somewhat agree)*



# Supervisor and Workgroup

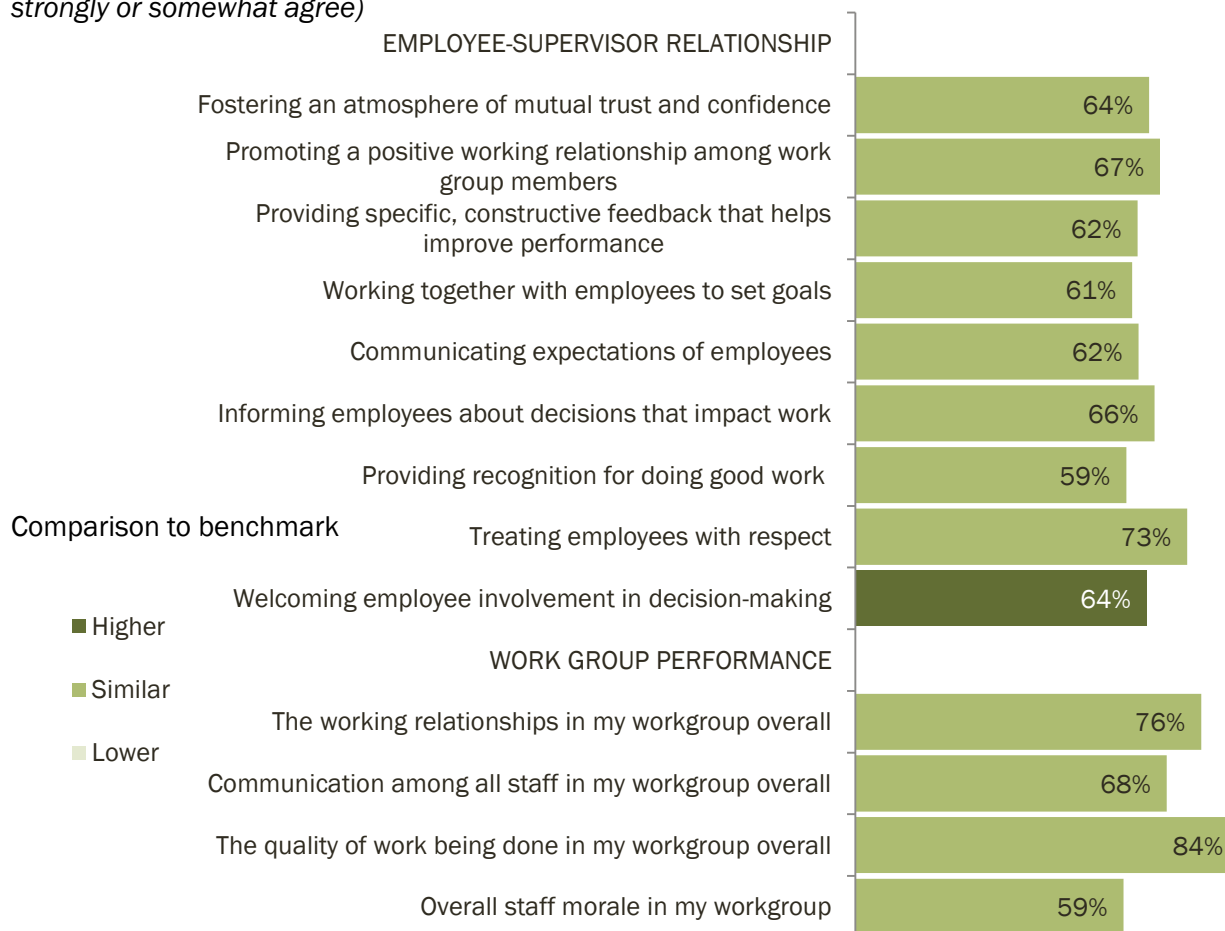
Employees' relationships with their supervisor and workgroup are the primary colors that paint their everyday experience in the workplace. From communicating clear expectations to providing constructive feedback, the quality of these interactions directly affects staff morale and motivation.

When asked to rate various aspects of the employee-supervisor relationship, a majority of Pinellas County employees gave positive ratings to each aspect. Ratings tended to be similar to ratings in comparison organizations. However, ratings for welcoming employee involvement in decision-making were higher than ratings in other organizations across the nation.

In addition, survey respondents provided feedback on the quality of workgroup performance. These aspects were also rated positively by a majority of employees. All ratings were similar to ratings in comparison organizations.

**Figure 2: Aspects of Supervisor and Work Group Relationships**

*Percent positive (e.g., excellent or good, strongly or somewhat agree)*

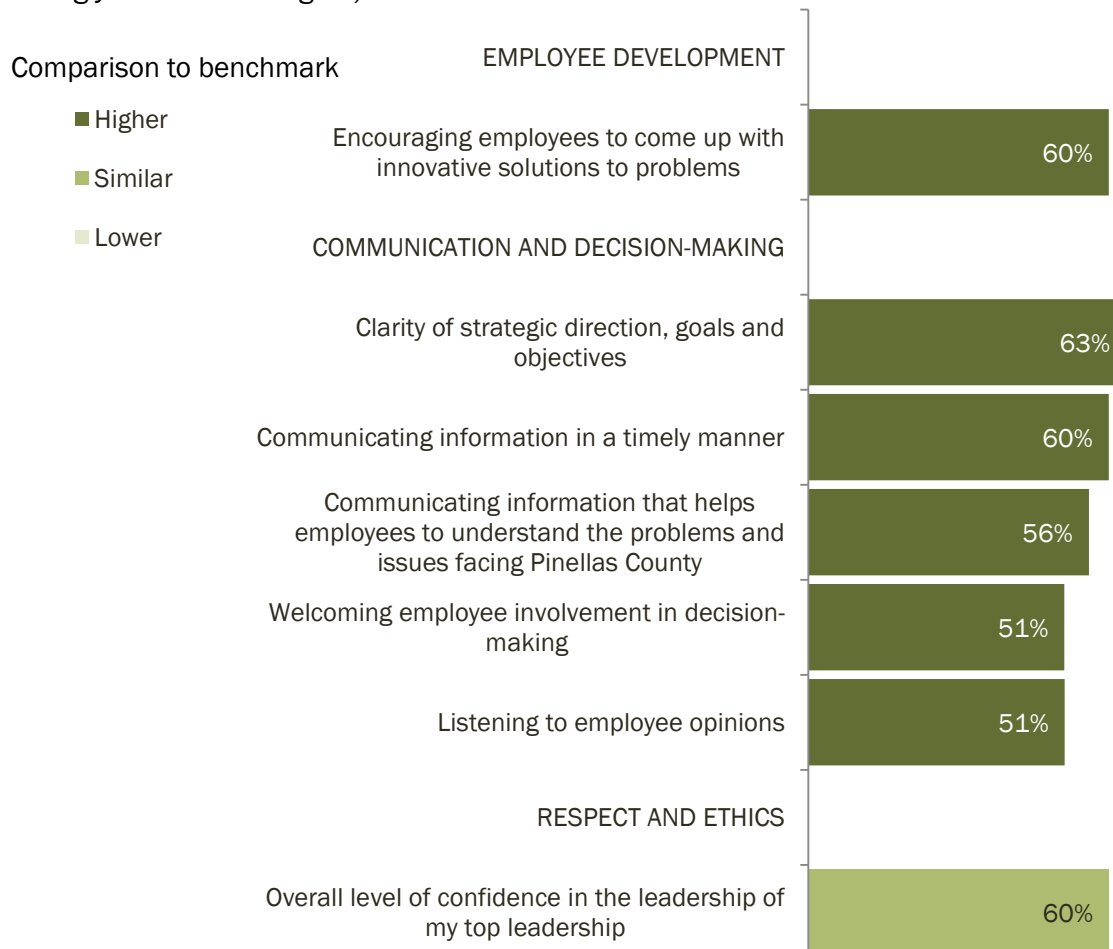


# Executive Leadership

A County's executive leadership plays a pivotal role in shaping organizational culture and steering the community in a positive direction. Pinellas County employees provided feedback regarding the County leadership's performance along the dimensions of Employee Development, Communication and Decision-making and Respect and Ethics. **Ratings of the County's executive leadership tended to be higher than ratings in comparison communities and all aspects were rated positively by a majority of employees.**

Figure 3: Aspects of County's Executive Leadership

Percent positive (e.g., excellent or good, strongly or somewhat agree)

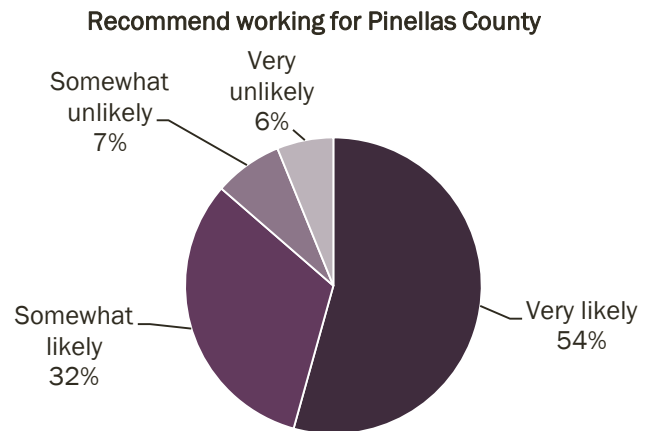




# Workplace

County employees weighed in on the quality of their workplace. Of those surveyed, 86% would be very or somewhat likely to recommend working for Pinellas County. The portion of employees that would recommend working for the County was higher than other municipalities across the nation.

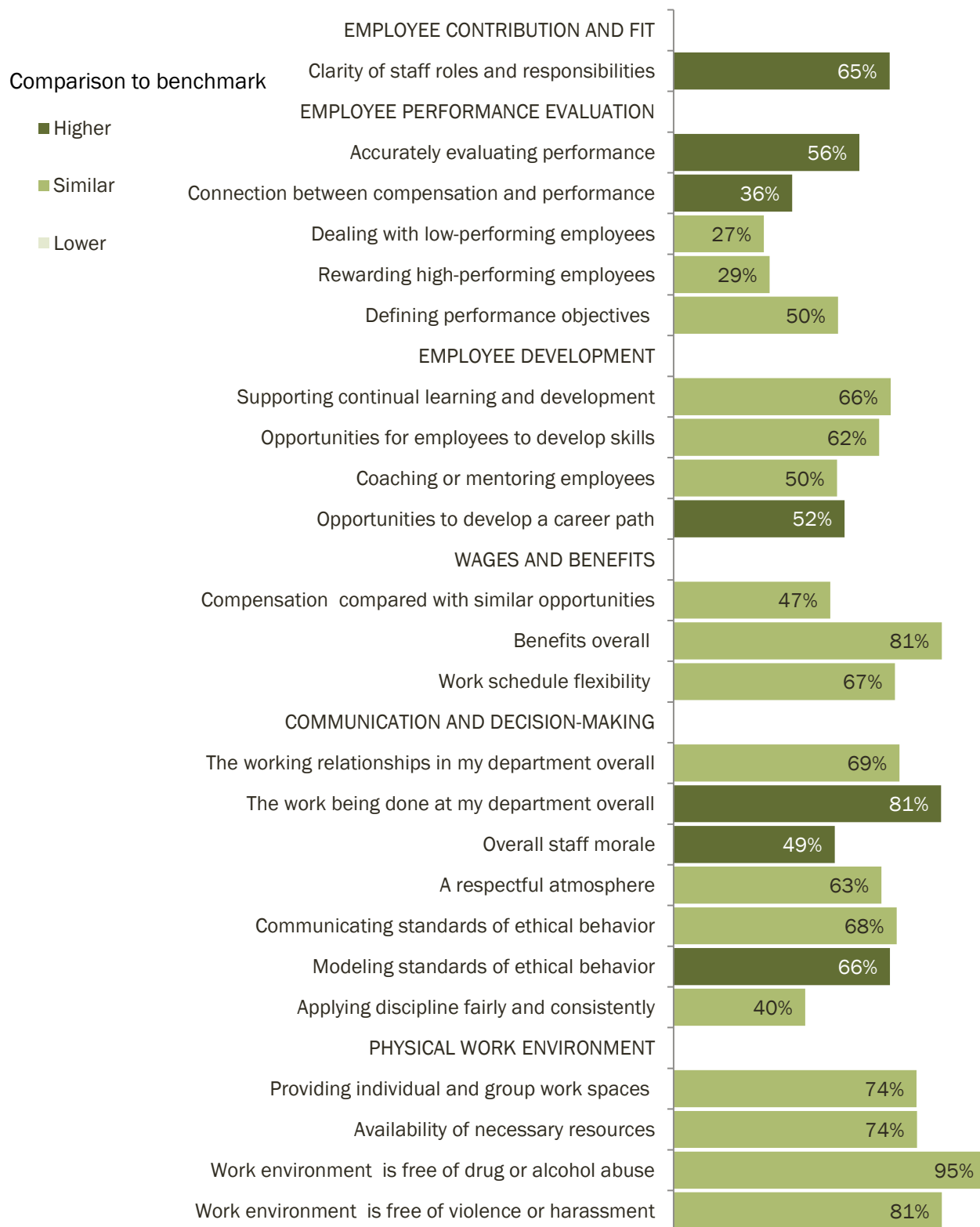
Survey respondents also offered their views of the work environment, exploring such areas as Employee Contribution and Fit, Employee Performance Evaluation and the Physical Work Environment. Within Employee Contribution and Fit, the clarity of staff roles and responsibilities was rated positively and was higher than the benchmark. Although ratings varied for aspects of Employee Performance Evaluation, two of the five aspects were higher than the benchmark comparisons and three were similar. About half of the employees felt the County did an excellent or good job defining performance objectives, and accurately evaluating performance while about one-quarter felt positively about the County dealing with low-performing employees.



Evaluations of the other dimensions of the County workplace, including Employee Development, Wages and Benefits, Respect and Ethics and Physical Work Environment, tended to be positive. These ratings ranged from 40% excellent or good (applying discipline fairly and consistently) to 95% (maintaining an environment free of drug or alcohol abuse). These evaluations tended to be similar to or higher than the national benchmark comparisons.

Figure 4: Aspects of County Workplace

Percent positive (e.g., excellent or good, strongly or somewhat agree)



## 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 **February 21, 2016 through March 26, 2016.**

### Result of Audit PAY GRADE CHANGE

<b><u>POSITION</u></b>	<b><u>PRESENT CLASSIFICATION</u></b>	<b><u>CURRENT PAY GRADE</u></b>	<b><u>RECOMMENDED PAY GRADE</u></b>
BCC/C3707	Business Sys/Qual Rev Coord	CL17	CL18 (SES)

### **ADDITIONS**

<b><u>SPEC NO.</u></b>	<b><u>TITLE</u></b>	<b><u>EEO4 CODE</u></b>	<b><u>OT CODE</u></b>	<b><u>PG</u></b>
13036	Asset Management Support Specialist	Technicians	Classified	CL13
16912	Public Works Director	Officials & Managers	Exempt	SM1

### **RE-INSTATEMENT**

<b><u>SPEC NO.</u></b>	<b><u>TITLE</u></b>	<b><u>EEO4 CODE</u></b>	<b><u>OT CODE</u></b>	<b><u>PG</u></b>
19498	Executive Director, Court & Operational Services Division	Officials & Managers	Exempt	150

### **TITLE CHANGES**

<b><u>PRESENT SPEC NO.</u></b>	<b><u>CLASSIFICATION</u></b>	<b><u>RECOMMENDED CLASSIFICATION</u></b>	<b><u>PG</u></b>
18184	Section Manager 1, HCS	Section Manager 1, HS	SM5a
18186	Section Manager 2, HCS	Section Manager 2, HS	SM4b
18188	Section Manager 3, HCS	Section Manager 3, HS	SM4a
18190	Division Director 1, HCS	Division Director 1, HS	SM3a
18192	Division Director 2, HCS	Division Director 2, HS	SM2a
06199	Bureau Director, Planning	Director, Planning	SM2a

**Human Resources Director**

**Action Taken Under Authority Delegated by the Unified Personnel Board**

**Page 2**

**REVISIONS**

<b><u>SPEC NO.</u></b>	<b><u>TITLE</u></b>	<b><u>PG</u></b>
02350	Budget & Financial Management Analyst	P1
18153	Veterans Services Director	SM7
06156	Planning Section Manager	SM5b

**DELETIONS**

<b><u>SPEC NO.</u></b>	<b><u>TITLE</u></b>	<b><u>PG</u></b>
14760	Park Ranger	CL9
18170	Assistant Director, Health & Human Services	SM3b
18198	Deputy Director, Health & Community Services	SM1

**ESTABLISHING CAREER LADDER-UTILITIES**

Customer Services Specialist	CL9	Customer Services Specialist, Senior	CL11
Customer Services Specialist, Senior	CL11	Customer Services Analyst	CL13

## UNIFIED PERSONNEL SYSTEM

Annex Building 4th Floor  
400 S. Fort Harrison Ave.  
Clearwater, Florida 33756  
Phone: (727) 464-3367  
FAX: (727) 464-3949  
[www.pinellascounty.org/hr](http://www.pinellascounty.org/hr)

IV.2.



David Blasewitz  
Interim Director

TO: The Honorable Chair and Members of the Unified Personnel Board

FROM: Dave Blasewitz, Director of Human Resources, Interim

A handwritten signature in black ink, appearing to read "D. Blasewitz", written over a horizontal line.

SUBJECT: Proposed FY 2017 HR Department Budget

DATE: March 28, 2016

For your information, the Human Resources Department has submitted its FY17 budget request to the Office of Management & Budget and will soon present it to the Board of County Commissioners. As you know, our department provides personnel programs and services to all Appointing Authorities in the Unified Personnel System.

Our department's mission is "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."

In addition to fulfilling our mission, we are also pursuing a number of continuing initiatives as we anticipate the selection of our new director. Attached is a copy of the budget package we provided to the Office of Management & Budget.

Attachments

**UNIFIED PERSONNEL SYSTEM**

Annex Building 4<sup>th</sup> Floor  
400 S. Fort Harrison Ave  
Clearwater, FL 33756  
Phone: (727) 464-3367  
Fax: (727) 453-3638  
Website: [www.pinellascounty.org/hr](http://www.pinellascounty.org/hr)



TO: Bill Berger, Director, Office of Management & Budget  
FROM: David Blasewitz, Director of Human Resources (interim) *David Blasewitz*  
DISTRIBUTION: Mark Woodard, County Administrator  
Don Mello, Sr. Financial Mgmt. & Budget Analyst, Office of Management & Budget  
SUBJECT: Human Resources Department FY17 Budget  
DATE: March 17, 2016

The Human Resources Department's FY17 budget submission meets the requested target of \$3,917,660. This target includes an increase in the Risk Intergovernmental Cost Allocation, an increase for cost inflation as calculated by OMB, and an increase for personal services funding for two positions that were transferred to the Human Resources Department from Business Technology Services (BTS) during fiscal year 2016.

Pursuant to Pinellas County's Unified Personnel System Act CHAPTER 77-642, Laws of Florida, our department is mandated to provide personnel programs and services to Appointing Authorities in the Unified Personnel System. Those Appointing Authorities include Business Technology Services, County Administrator, County Attorney, Clerk of the Circuit Court, Supervisor of Elections, Property Appraiser, Tax Collector, Construction Licensing Board, Planning Council, and Human Rights.

Our department's mission is "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."

Human Resources is transitioning as we replace former Director Peggy Rowe, with the selection of a new director anticipated in the coming weeks. Meantime, Human Resources continues to strive to provide a collaborative and systematic approach to problem solving as we assist all Unified Personnel System organizations in reaching their goals and fulfilling their mission more comprehensively and effectively.

Our primary focus continues to be on our agility, flexibility, and capacity to create options to meet the specific needs of our customers. We strive to provide solutions that can provide County organizations with better opportunities to improve efficiencies and effectiveness to serve our citizens more swiftly and responsively.

Fiscal Year 2017 programs are allocated as follows:

<b>Program</b>	<b>Personal Services (Salaries &amp; Benefits)</b>	<b>Line Items (Operational budget)</b>	<b>FY17 Total Program Allocation</b>
Employee Benefits	\$ 350,530	\$88,610	<b>\$439,140</b>
Employment & Human Resources Information System	\$895,340	\$78,630	<b>\$ 973,970</b>
Organizational Performance	\$351,320	\$4,320	<b>\$355,640</b>
Training & Development	\$ 681,480	\$32,890	<b>\$714,370</b>
Employee Communication and Research	\$327,040	\$8,190	<b>\$335,230</b>
Unified Personnel System Support	\$268,830	\$62,440	<b>\$331,270</b>
Classification and Compensation	\$483,330	\$3,160	<b>\$486,490</b>
Volunteer Services	\$245,160	\$36,380	<b>\$281,540</b>
<b>TOTAL</b>	<b>\$3,603,030</b>	<b>\$314,640</b>	<b>\$3,917,660</b>

The following plan outlines the action steps already underway and our strategies for the coming years.

- Continue to promote a healthy workforce through continued integration of health and wellness programs. These health and wellness programs encourage employees to lead healthy lifestyles which result in positive impacts on medical services and related costs. This in turn helps employees be happier and more productive both at and outside of work.
- As part of the implementation of a comprehensive training effort for the County Administrator's staff to reinforce leadership at all levels, approximately 1,000 front line employees have attended Achieve Global "Basic Principles" training. Directors, managers and supervisors were previously trained and are modeling these principles. This is part of an ongoing initiative to complete leadership training for all levels of the County Administrator's staff. Achieve Global training is also being supplemented with additional learning opportunities in target areas for employees as decided in conjunction with supervisors.
- Continue integration of and support of the FACE of Performance evaluation system for employees. The FACE of Performance encourages supervisors to provide more timely and consistent feedback to employees regarding their work progress. In FY2015, 2,991 FACE summaries were completed.
- Continue to leverage skilled and professional volunteers to assist Appointing Authorities in providing the highest quality of customer service to citizens.
- Continue to provide technical expertise and assistance in the recruitment of the highest quality talent in order to help the Appointing Authorities to achieve their strategic initiatives.
- Provide continued learning opportunities for the next generations of leaders for the Unified Personnel System through the LEAD (Leadership Enhancement and Development) program. The LEAD program helps develop a leadership pipeline to meet future leadership needs in the UPS. Currently there are 27 participants taking part in the two-year program.
- Robust communications to support key initiatives and provide value to UPS departments and employees.

The FY17 budget allocation will permit the department to collaborate with the Appointing Authorities and Unified Personnel System employees to accomplish these worthwhile goals. Thank you for your consideration.

Human Resources Department Program Variances	Budget	C661110	FU0000000		
	FY15	FY16	FY17	\$ Variance	% Variance
	Actuals YearTotal	Budget Oct	BudAdjusted YearTotal	FY17 vs FY16 Formula Label	FY17 vs FY16 Formula Label
PM1005: Volunteer Services	\$374,580	\$269,960	\$281,540	\$11,580	4
PM7071: Employee Benefits	\$475,335	\$419,740	\$439,140	\$19,400	5
PM7072: Employment & Human Resources Information System	\$913,348	\$866,770	\$973,970	\$107,200	12
PM7073: Organizational Performance	\$315,552	\$330,040	\$355,640	\$25,600	8
PM7074: Training & Development	\$660,442	\$444,550	\$714,370	\$269,820	61
PM7075: Employee Communications & Research	\$166,525	\$507,880	\$335,230	-\$172,650	-34
PM7076: Employee Health Benefits Program	\$3,210				
PM7077: Unified Personnel System (UPS) Support	\$451,387	\$308,490	\$331,280	\$22,790	7
PM7078: Classification and Compensation	\$288,305	\$447,670	\$486,490	\$38,820	9

The variance in Program 7072 is due to the repurposing of a vacant position to create an HR Business Partner position to manage the HRIS function and ensure the smooth integration of various department automated applications and provide better coordination of systems across functions.

The variance in Program 7073 is due to the acquisition of the Technology Training function from BTS at the beginning of FY15. BTS partnered with HR to transfer two positions and related program costs to become the provider of training for UPS-wide technology applications such as Microsoft Office.

The variance in Program 7075 is due to the retirement of an incumbent who was double-encumbering a position for several months while transitioning her duties. That position was repurposed to Program 7072 to address shifting organizational priorities.

---

Dave Blasewitz, Interim Director of Human Resources



## Human Resources

### Performance Measures for FY 17

Program	Performance Measures	FY15 Actual	FY16 Estimate	FY17 Target
Classification and Compensation	Percentage of position control actions processed within 2 business days	97%	98%	98%
Employee Benefits	Health benefit payments per employee (employer-paid)	\$10,662.75	\$11,195.89	\$11,755.68
Employment & Human Resources Information System	Recruitment Survey - User's overall satisfaction with level of training received.	New measure	75%	80%
Organizational Performance	Number of quarterly FACE of Performance summaries completed	2,991	3,600	4,800
	Customers' overall satisfaction with level of Employee Relations Assistance	95.4	90	90
Training & Development	Participants' overall Evaluation of Training Classes delivered (on a 5 point scale)	4.6	4.6	4.5
Employee Communications & Research	Percentage increase in number of views on the UPS <i>Our Space</i> Blog for sharing employee information	20,460 views	21,280 views	22,000 views
	Number of visits to HR web site pages and PDFs	2,799,164	2,900,000	3,000,000
Volunteer Services	Number of total hours served by volunteers	273,453	273,000	273,000
Unified Personnel System (UPS) Support	Employee Turnover Rate	11.7%	11.5%	11%



# Human Resources Organization Chart

## UNIFIED PERSONNEL SYSTEM BOARD

Dave Blasewitz  
Interim Director  
HRD/E1

Peggy Sellards  
Executive Administrative Secretary  
HRD/E17

### HR SERVICES

### RESEARCH & SPECIAL PROJECTS

### PERFORMANCE & DEVELOPMENT

Dave Blasewitz  
HR Division Director  
HRD/E4

Vacant  
HR Division Director  
HRD/E5

Gene Pressoir  
HR Division Director  
HRD/E2

#### Classification & Compensation

Joni Valliere  
HR Business Partner  
HRD/E28

Mary Flockerzi  
HR Analyst  
HRD/C24

Shara Stubbins  
HR Associate  
HRD/C14

#### Employment

Bertha Battle  
HR Officer  
HRD/E14

Jim Owens  
HR Analyst  
HRD/C34

Gwen Roundtree  
HR Associate  
HRD/C17

Minerva Santiago  
HR Assistant  
HRD/C15

#### Benefits

Sue Keim  
HR Officer  
HRD/E11

Sandra Townsend  
HR Analyst  
HRD/C53

Karla Cook  
HR Associate  
HRD/C48

#### Wellness

Crystal Lockwood  
HR Business Partner

Melissa Reyes  
HR Associate  
HRD/C50

#### Volunteer Services

Mary Kvam  
HR Business Partner  
HRD/E19

Cantrece Harmon  
HR Associate  
HRD/C40

Sarah Markofski  
Special Projects Assistant  
HRD/C46

#### Special Events

#### Employee Communications

Tim Closterman  
HR Business Partner  
HRD/E25

Mary Sault  
HR Sr Associate  
HRD/C45

Jim Valliere  
HR Business Partner  
HRD/E9

Meagan Decker  
HR Business Partner  
HRD/E8

Vacant  
HR Analyst  
HRD/C54

Camille Evans  
HR Sr Associate  
HRD/C9

Jeff Withrow  
HR Support Specialist  
HRD/C33

#### Training

Joan Read  
HR Officer  
HRD/E21

Kat Black  
HR Analyst  
HRD/C51

Kevin Connolly  
HR Analyst  
HRD/C52

Carol Strickland  
HR Associate  
HRD/C16

#### HRIS/ Records Admin

Chris White  
HR Business Partner  
HRD/E29

Gene Fields  
HR Sr Associate  
HRD/C7

Barb McKee  
HR Analyst  
HRD/C36

Janie James  
HR Associate  
HRD/C30



## **Employees' Advisory Council – Delegate Meeting Minutes**

Extension Services, 12520 Ulmerton Road, Largo, FL

Thursday, January 28, 2016, 8:00 a.m. – 10:00 a.m.

### **Call to Order**

The EAC Delegate meeting was called to order at 8:10 a.m. by Chair, Lisa Wombles, followed by the Pledge of Allegiance.

Lisa Wombles asked the Representatives to introduce themselves. Lisa announced Peg Poole as Secretary and Richard Carvale as Vice-Chair.

Holiday Giving - The total donation amount for The Christmas Wish Foundation was \$930. Next year we hope to increase that total and begin the request for donations earlier.

### **Guest Speaker** – Joan Read, Human Resources Training Officer

Joanie Read stated she was proud to be asked by the EAC to speak at the Delegate meeting.

[View Joanie's presentation at [www.pinellascounty.org/hr/training/pdf/EAC-presentation-012816.pdf](http://www.pinellascounty.org/hr/training/pdf/EAC-presentation-012816.pdf) ]

The HR staff has improved the website to be more user friendly and can link the resources directly. The below services provide a variety of resources and classes:

- Professional Development Advisory Committee (PDAC) – works with departments for specific training needs. The representatives for this committee are chosen by the Appointing Authorities.
- Training Consortium Catalog is available on the website and in OPUS through OLM.
- Leadership Training -
  - Certified Public Manager
  - Supervisory and Management Competencies Series
  - Leadership Enhancement and Development Program (LEAD)
- Resource Library
- Two-Minute Tuesday Videos
- Microsoft Office 2013
- Tuition Reimbursement
- GCF Learn Free
- Leadership Enhancement And Development (LEAD) replaced Succession Management

A new icon has been placed on every employee's computer for ULearnIT. Specialized training is offered. For additional information on Training & Development, contact HR at 464-3796 or [training@pinellascounty.org](mailto:training@pinellascounty.org)

### **Comments from Dave Blasewitz, Director of Human Resources (Interim)**

The new rules are in effect and they have received many hits from employees reviewing them on the website. If anyone has questions about the rules, they can contact Lisa Wombles or Human Resources staff, or send in questions through the HR website. [see [www.pinellascounty.org/hr/rules](http://www.pinellascounty.org/hr/rules)]

The new benefit year started Jan. 1, 2016. There are new deductibles for prescriptions. There are no changes in the benefit packages, FSA or disability. Anyone having problems with prescriptions should contact Benefits directly. The Standard is to be contacted directly for FMLA or Short Term Disability (STD). Dave is meeting with The Standard to discuss the issues the Pinellas County employees have brought to their attention.

The topic of benefits for employees who started as temporary and are now full time employees is being discussed with the Appointing Authorities. They must take all aspects of the benefits into consideration before making any changes.

A question was asked about the lack of hot water in the Wellness Center, especially in the morning. Dave will talk with Real Estate Management about the situation.

### **Florida Retirement System (FRS)**

Charles Toney discussed possible changes that may occur to the current Florida Retirement System benefit plan this year. One recommendation is to default all new employees to the investment side of the FRS. With up to 60% of employees not staying long enough to vest in the pension side of the FRS, the recommended change would reduce the funding currently coming into the FRS pension. As more information is discussed about possible changes to the FRS, he will let everyone know. Charles has e-mailed two of our Representatives with FRS funding concerns and prepared a letter which he will share with employees who wish to reach out about their dislike regarding potential changes. He will also provide contact information for the different representatives depending on where you reside.

[ For more information, see [FRS 2016 Legislation](#). ]

### **HR Director Recruitment Process**

Lisa Wombles provided an update in the Human Resources Director search. The committee has asked Lisa's input on parts of the selection process. Overall there were 49 applicants. No internal Pinellas County employee applied. The committee has narrowed the potential candidates list to five people. The new Director could possibly be selected by April 2016; the final decision will be made by the Pinellas County Personnel Board.

### **Upcoming Meetings**

Personnel Board meeting is Feb. 4, 2016

Employee Advocate Class will be held on February 26, 2016 @ 2:30 p.m.

### **Adjourned**

Lisa Wombles*	Richard Carvale*	Peg Poole*	Linda Cahill*	Rich Castle*
Hazel Lane*	Doris McHugh*	Mercedes Pearson	Randy Rose*	Mario Ruggia
Ashley Skubal*	Charles Toney*	Lisa Wright*	Steve Yeatman*	

\*EAC Representatives in attendance at this meeting.



# Employees' Advisory Council



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

APPROVED BY THE EAC

## **Employees' Advisory Council – Representative Meeting Minutes**

County Office Annex, Room 429, Clearwater, FL

Wednesday, February 17, 2016, 2:30 p.m. – 4:30 p.m.

### **Call to Order**

The EAC Representative meeting was called to order at 2:35 p.m. by Chair, Lisa Wombles.

### **Introductions**

Donna Beim – EMS for introduction to EAC for At-Large Representative

Carole Sanzeri – Sr. Assistant County Attorney to talk about Sunshine Laws

### **Comments from Dave Blasewitz, Director of Human Resources (Interim)**

- Employee Relations has relocated to the Annex Building on the 4<sup>th</sup> Floor.
- The Standard - HR staff meets with them regularly and are discussing the concerns which have been brought to their attention.
- Suggested to invite the new Wellness Representative and the new UHC Nurse Liaison to the next EAC Representative meeting to be introduced.

### **Comments from Carole Sanzeri, Sr. Asst. County Attorney**

The EAC is an agency covered by the Sunshine Law and as such must follow the State law. There are 3 basic concepts to be followed:

1. Meetings must be announced and must be open to the public
2. Reasonable notice of all meetings must be provided
3. Written minutes of meeting must be taken

A meeting is defined as: any gathering of 2 or more people of the same group. Examples of meetings include but are not limited to: face-to-face conversations, written correspondence, email, telephone, text, and social media.

- Informational items can be shared prior to a meeting between members of the same group as long as there is no response or discussion.

Non-compliance can result in penalties.

### **Approval of Minutes**

Richard Carvale motioned to approve the EAC Representative Minutes for January 20, 2016. The motion was seconded by Charles Toney. The minutes were approved as written.

### **Old Business**

- Personnel Board meeting - A termination appeal was continued from a previous date. Due to the time limits allowed for a case to be heard, a special meeting is being held on 2/18/2016. There is also an understanding that one side cannot have an attorney if the other side does not have an attorney. In this case, neither side will be represented by an attorney.

- HR Director Search - Candidates have been reduced to 5 people: 3 men and 2 women. The next stage in the search is for each candidate to answer 3 video questions. The Personnel Board wants to stay involved with the process and not rely solely on the search committee.

### **New Business**

- At Large Representative - Richard Carvale motioned to approve Donna Beim as the new At-Large Representative. Charles Toney seconded the motion. Motion passed unanimously. Donna has almost 23 years as a county employee. Currently she works for Safety and Emergency Services. She has been a Delegate on the EAC for 15 years.
- Suggestion Awards – Donna Beim will replace Mike Powell on the Suggestions Committee. Question – Mercedes asked how a suggestion award is chosen and how is the worth of the suggestion decided.  
Answer – Awards are based on the estimated savings for the County during the 1<sup>st</sup> year the suggestion is implemented. Maximum award is \$2,500.  
Information regarding the Suggestion Awards can be found on the Human Resources website [ see [www.pinellascounty.org/hr/suggestion](http://www.pinellascounty.org/hr/suggestion) ].
- The Appointing Authority meeting with the EAC will not be scheduled until after the HR Director is hired. The EAC will discuss with the AA's during the meeting increasing the hours to cash in upon retirement.
- Lisa asked for suggestions for speakers at upcoming Delegate meetings. Suggestions included: EMA, Animal Services, Justice Coordination, Consumer Protection, CVB, Airport, Human Services and Water Quality (Utilities).

### **Adjourned**

Richard Carvale made a motion to adjourn. Lisa Wright seconded.

Lisa Wombles*	Richard Carvale*	Peg Poole*	Donna Beim*	Linda Cahill
Rich Castle*	Hazel Lane*	Doris McHugh*	Mercedes Pearson*	Randy Rose*
Mario Ruggia*	Ashley Skubal*	Charles Toney*	Lisa Wright*	Steve Yeatman*

\*EAC Representatives in attendance at this meeting.



## Effective Leadership

*A boss creates fear, a leader confidence.*

*A boss fixes blame, a leader corrects mistakes.*

*A boss knows it all, a leader asks questions.*

*A boss makes work drudgery, a leader makes it interesting.*

*A boss is interested in him or herself, a leader is interested in the group.* Russell H. Ewing

Effective leadership lies at the heart of organizational effectiveness. In order to be successful, the “boss” not only needs to practice effective management techniques but also needs to exhibit leadership behavior. Both should go hand-in-hand. But the essential difference between a manager and a leader is the way they motivate people. Managers rely on their title to direct subordinates. Leaders have followers who feel motivated to take action.

Leadership skills can be developed and fostered in a number of ways:

**Instilling Confidence in Your Followers** – An effective leader supports, coaches, encourages, and mentors her followers. She provides praise and positive reinforcement when presented with the opportunity. She recognizes that people need some nurturing to perform at their best capacity. She recognizes that people need to feel safe when taking measured risks and know that, if they encounter failure, they will still be valued and supported.

**Correcting Mistakes** – An effective leader knows that, no matter how talented the follower, he will make occasional mistakes. When they occur, the best thing the leader can do is to approach the situation as a coach, helping the follower analyze what went wrong, what can be learned from it, and how to do better next time. When providing feedback, it would be most effective if the leader followed the Achieve Global Basic Principle® which says: Focus on the situation, issue, or behavior, not on the person.

**Asking Questions** – An effective leader asks more questions than makes statements. Asking questions helps followers think for themselves and develop the capacity to solve problems. As followers solve their

own problems, they are more committed to the chosen course of action. This also helps build their confidence and is also likely to instill loyalty for the leader who shows he believes in them and values them. Increased loyalty leads to a better working relationship and a greater willingness to follow.

**Making it Interesting** – An effective leader knows that she needs to establish the relationship between the task at hand and how it supports the organization or its objectives. By making the connection between the follower's role or task and how it supports a greater purpose, the leader can provide meaning to the activity. For example, helping the street sweeper understand that she is helping keep contaminants out of the watershed and creating a more attractive and safe community that attracts residents and tourists alike. An effective leader also knows that it's okay to have fun at work and encourages followers to find interesting and innovative ways to get the job done efficiently and effectively.

**Being Interested in the Group** – An effective leader pays attention to the needs of the group and responds to verbal and non-verbal requests for reconsideration or support. He understands that he is there to serve them rather than the other way around. He is there to provide the guidance, resources and support they need to get the job done and to help them work through challenges. He is not as focused on his own needs as he is with the needs of the group. He knows he needs them to be successful to accomplish the mission.

- Leaders lead people. Managers manage tasks.
- Leaders ask questions. Managers give direction.
- Leaders have followers. Managers have subordinates.

Following the principles of effective leadership can transform your organization from one that is merely surviving to one that is thriving. Be a leader, not just a boss.

*I learned that a great leader is a man who has the ability to get other people to do what they don't want to do and like it.*  
Harry Truman

# LearningOpportunity

April 2016

Pinellas County  
Human Resources  
*Helping U Succeed*  
[www.pinellascounty.org/hr/training](http://www.pinellascounty.org/hr/training)

## Quarterly Training Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
	<b>Mar 28</b>	<b>29</b>	<b>30</b>	<b>31</b>	<b>Apr 1</b>
Mar 28 - Apr 1					
	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
Apr 4 - 8		8:30am 4:30pm Supervisory & Management Competencies Series (Studio B)	8:30am 12:00pm iExpense - Travel Training (Annex 138) 8:30am 11:30am Career Development Forum - 2 of 5 (St 1:00pm 3:00pm Budget 101 (Studio B)	8:30am 11:00am Annual Physical Inventory (Annex 138)	
	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>
Apr 11 - 15	8:30am 5:00pm Setting Sail (Annex 429)	8:30am 12:00pm Five Dysfunctions of a Team (Annex 429)	8:00am 9:00am Excel 2013 New Features (Annex 138) 8:30am 12:00pm When Change Happens, Adjust Your Sail (Sheri 9:30am 10:30am Outlook 2013 Ne 11:00am 12:00pm Word 2013 New	8:00am 9:00am Word 2013 New Features (Annex 138) 9:30am 10:30am Excel 2013 New Features (Annex 138) 11:00am 12:00pm Outlook 2013 New Features (Annex 138)	
	<b>18</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>
Apr 18 - 22	8:30am 12:00pm Muster Drill - New Employee Orientation Class 2 (Extension) 1:00pm 5:00pm Freestyle Cruising (Magnolia Room) - Training, Human Resources	8:30am 12:00pm Dept AP Invoice Processing (Annex 138) 8:30am 12:00pm Goal Setting, Plan 8:30am 12:00pm Performance Man 1:30pm 2:30pm Outlook 2013 New 3:00pm 4:00pm Word 2013 New F	8:00am 12:30pm iExpense - PCard Training (Annex 138) 1:30pm 2:30pm Excel 2013 New Features (Annex 138) 3:00pm 4:00pm Outlook 2013 New Features (Annex 138)	8:00am 9:00am Word 2013 New Fe 8:30am 12:30pm Records Manage 8:30am 12:00pm A Leader's Guide 9:30am 10:30am Excel 2013 New F 11:00am 12:00pm Outlook 2013 N 1:00pm 5:00pm Getting Ready for	
	<b>25</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>29</b>
Apr 25 - 29	8:30am 5:00pm Setting Sail (Annex 429)	8:30am 11:00am Misc Template Training (Annex 138) 1:30pm 2:30pm Word 2013 New Features (Annex 138) 3:00pm 4:00pm Excel 2013 New Features (Annex 138)		8:00am 9:00am Outlook 2013 New Features (Annex 138) 1:30pm 2:30pm Word 2013 New Features (Annex 138) 3:00pm 4:00pm Excel 2013 New Features (Annex 138)	

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](mailto:training@pinellascounty.org).



# Learning Opportunity

May 2016

Pinellas County  
Human Resources  
*Helping U Succeed*  
[www.pinellascounty.org/hr/training](http://www.pinellascounty.org/hr/training)

## Quarterly Training Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
May 2 - 6	<b>May 2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
			8:30am 12:00pm iExpense - Travel Training (Annex 138) 9:00am 11:00am Budget 101 (Studio B)		
May 9 - 13	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>
	8:30am 5:00pm Setting Sail (Annex 429)	10:00am 11:30am Records Management: Why It Matters (Magnolia Room) 1:00pm 4:30pm Give 'Em the Pickle (Studio B)	8:30am 12:00pm Dept Fixed Assets (Annex 138) 1:00pm 4:30pm Emotional Intelligence (Studio B)	8:30am 4:30pm Five Questions Every Leader Must Ask (Studio B)	
May 16 - 20	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
	8:30am 12:00pm Muster Drill - New Employee Orientation Class 2 (Extension)	8:30am 4:30pm Supervisory & Management Competencies Series - Summer Series (Studio B)	8:00am 12:30pm iExpense - PCard Training (Annex 138)	8:30am 12:00pm Workplace Diversity (Studio B) 8:30am 11:00am Records Management 2.0 (Swisher 211) 9:00am 12:30pm Project Management (Pinellas Park)	
May 23 - 27	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
	8:30am 5:00pm Setting Sail (Annex 429)	8:30am 4:30pm Supervisory & Management Competencies Series - Summer Series (Studio B) 8:30am 11:00am Misc Template Training (Annex 138)		8:30am 12:00pm Time Management (Studio B)	
May 30 - Jun 3	<b>30</b>	<b>31</b>	<b>Jun 1</b>	<b>2</b>	<b>3</b>
	Memorial Day				

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# LearningOpportunity

June 2016

Pinellas County  
Human Resources  
*Helping U Succeed*  
[www.pinellascounty.org/hr/training](http://www.pinellascounty.org/hr/training)

## Quarterly Training Calendar

	Monday	Tuesday	Wednesday	Thursday	Friday
	<b>May 30</b>	<b>31</b>	<b>Jun 1</b>	<b>2</b>	<b>3</b>
May 30 - Jun 3			8:30am 4:30pm Intro to Supervision for Non-Supervisors 8:30am 12:00pm iExpense - Travel Training (Annex 138) 9:00am 11:00am Budget 101 (Studio B)	8:30am 12:00pm Effective Listening (Studio B)	
	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
Jun 6 - 10		8:30am 4:30pm Supervisory & Management Competencies Series - Summer Series (Studio B) 8:30am 12:00pm Dept AP Invoice Processing (Annex 138)	8:30am 12:00pm A Kick in the Attitude (Sheriff's Office) 8:30am 11:00am Annual Physical Inventory (Annex 138)	8:30am 12:00pm Communicate This! (Swisher 211)	
	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>
Jun 13 - 17	8:30am 5:00pm Setting Sail (Annex 429)	8:30am 4:30pm Supervisory & Management Competencies Series - Summer Series (Studio B)	8:00am 12:30pm iExpense - PCard Training (Annex 138) 8:30am 11:30am Career Development Forum - 3 of 5 (Studio B)	8:30am 12:00pm Managing Electronic Records 1.0 (Swisher 211)	
	<b>20</b>	<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>
Jun 20 - 24	8:30am 12:00pm Muster Drill - New Employee Orientation Class 2 (Extension)	8:00am 12:00pm Getting Ready for Retirement (EpiCenter) 8:30am 4:30pm Supervisory & Management Competencies Series - Summer Series (Studio B)		8:30am 12:00pm Problem Solving / Decision Making (Swisher 211)	
	<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>Jul 1</b>
Jun 27 - Jul 1	8:30am 5:00pm Setting Sail (Annex 429)	8:30am 4:30pm Supervisory & Management Competencies Series - Summer Series (Studio B) 8:30am 11:00am Misc Template Training (Annex 138)		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](mailto:training@pinellascounty.org).

## Appeal Procedures

V.1.

### Appendix F - Motion For Reconsideration, Modification, or Amendment

DATE

Director of Human Resources  
Pinellas County Florida  
Fourth Floor  
400 So. Ft. Harrison Avenue  
Clearwater, FL 33756

Subject: Motion For Reconsideration

Dear Director:

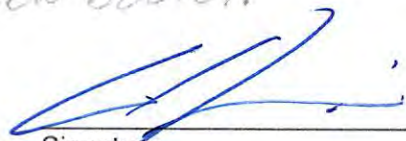
By the filing of this letter, I hereby move the Pinellas County Unified Personnel Board to reconsider the decision it reached on 2-18, 2016, regarding my disciplinary action.

My request is based on the following grounds: SEE ATTACHED

(Party should list reasons for reconsideration, modification, or amendment, such as: mistake of fact existed; there was collusion or fraud involved; new evidence has been discovered in my favor; etc...)

Thank you.

Sincerely yours, ANDREW BELICH

  
\_\_\_\_\_  
Signature  
Address

## **Request for Reconsideration**

**We feel, at the very least, there are few issues that were either not communicated properly or overlooked due to the many items of evidence presented on both sides. It's difficult to have a game plan when there are so many points of contention.**

**One issue: The emails and surfing history that we argued to keep out because of the exaggerated case they had against Andrew. We covered this at the informal Grievance hearing and felt we didn't have to defend this again. We feel that nobody noticed to start with that the giant pile of internet searches were not what was presented to the board, we feel this was a deliberate misdirection by management. Luckily we used the links that HR provided to study the contents of the searches. This is also where we discovered that Andrew was supposedly on the Internet surfing on two separate holidays, Jan. 1<sup>st</sup> and Jan. 2<sup>nd</sup>. Of course, we were stunned when they continued to insist it was Andrew at the site doing these things. As Leena pressed Pam about this alleged event, she eventually said " well, somebody with Andrews ID was doing this".. We are concerned for two reasons about this. First, you cannot access the building after hours because of the security system they use, and Andrew has been denied access before by trying to get back in after hours because he left something at work. Also, this was a holiday and shouldn't have access that day either. The other point about this is when they discovered this incident, why was he not terminated for that? We believe he easily could have been terminated for this if in fact he did enter a secured building without proper authorization to do personal computer use. This is one perfect reason to not hear this evidence, this is one part of Jim Holbrook's testimony that was vague and said "it's all right there in that stack". Unfortunately, our BTS person got tied up that night due to a fiber break on the court street construction, but he did text me a couple of questions to ask Jim. The questions Leena asked had Jim stumbling a bit, and pointed to the stack that was on the table again, and when Leena pressed him for the evidence about the pages of reports showing the actual identified "virus or worm or**

**Trojan signature”, he said he didn’t have it or didn’t bring it. Our BTS guy could testify to any of these inaccuracies and embellishments by Jim Holbrook. The other serious problem we had with Jim Holbrook’s testimony was his embellishment of Andrews’s internet usage and was first introduced by Pam. One example of this was the pages in their Case book that supposedly gave you a small sampling of his internet searches. Managements Section 4c-“BTS and Summary of Appellants computer usage”. The first page you come to is the percents of internet usages not work related. As we will show you in the following pages, this page is manufactured to make it look like he was hardly working at all when he was on the net. The next page is quite humorous to us, because it was typical water cooler conversations for some fun throughout the day, most are quite silly and in good fun and didn’t take hardly any time away from the day to look these up. 1<sup>st</sup> page on the searches, they show highlighted searches they felt Andrew should not have done, it has a date stamp, time of day stamp, where the search was, and how much time he spent on that site. You can see on the first page he was on the strawberry festivals site for 1:35(one minute and 35 seconds). Take note that was March 2<sup>nd</sup>, 2015 at 8:55:16am. That’s it for the entire day, he didn’t search anything else non-job related until 3 days later on March 5<sup>th</sup>. He searched for 2:31 on two sites. His next day of non job related searches was March 9<sup>th</sup>; he searched for a total of 2:45 on two sites. Next search was for 30 seconds on 3/11/15, after that on 3/12/15 he searched for 9:46 that day, which is by far his worst day as far as wasting time on the internet is concerned. Hopefully the board will understand this and see that none of this constitutes abuse of the internet or has very little bearing on the outcome of the day or number of trips billed. You may continue to read through the rest of the pages and you will conclude that there is nothing here. Furthermore, after we studied through all the pages, and we certainly did before the grievance hearing, the numbers on the cover page didn’t even come close to what Jim said he did concerning percentages of Non job related searches. When advocate Steve Yeatman questioned Jim’s honesty during the hearing, he was chastised by the board for being unprofessional. Please take note of the link that has internet searches, starting with Jan. 1<sup>st</sup>, 2015 and Jan. 2<sup>nd</sup>, 2015. These were obvious holidays and we argued that night that he was**

not even on the property. An important note is your ID pass to get into the build does not work at all before 5am and after 5pm., everyone must exit the building by 5pm daily. Please look beyond those first two obvious falsehoods and look to the next date labeled 1/7/2015. He started his searches at 15:40:35 and ended at 23:20:46. That's working until 11:20:46PM?? Not true. Look at the next date 1/8/2015. According to this report, he stayed at his desk and started searches again at 00:44:46. That's a quarter to 1am, and continued his searches until 12:17:49, just after noon. Obviously, we know this is not true. We looked at many more of these and its mind boggling that this could even be in evidence at all. We tried to cross reference some dates where management said he had some gaps in his work day. Not surprisingly, from March 24<sup>th</sup> 2015 thru April 24<sup>th</sup> 2015, all of his search history is missing from this chapter, we didn't find it until about the 2000<sup>th</sup> page.. March 24 and April 24 dates are actually on the same page, so Andrew went missing for an entire month, or these documents have been tampered with in some way so that we wouldn't notice. About 2000 pages in, we discovered a couple of interesting dates and also found some partial days that were missing from the previous half of this entire report. We were trying to cross reference his May 5<sup>th</sup> PDH gaps that he has, those dates were March, 14<sup>th</sup>, 21<sup>st</sup>, 31<sup>st</sup> and April 1<sup>st</sup> and the 11<sup>th</sup>. March 14<sup>th</sup> shows he started searching at 00:29:11 and didn't stop until 11:11:10. Completely false. March 21<sup>st</sup> he started at 05:41:55 and ended his searches at 22:38:54. Completely false. March 31<sup>st</sup>, nothing stands out that day, looked like normal work day, 4/1/2015 started day at 2am and ended the day at 16:34. Completely false. 4/11/2015 day is missing from this report.

After 2000 pages of research, we believe we did our due diligence to dismiss this entire report as garbage and would not be allowed as evidence in any situation.

In conclusion of this issue, this whole internet search evidence in our opinion should have been thrown out along with any of Jim's testimony. It's full of inaccuracies, embellishments and most of these charges are just false.

2<sup>nd</sup> Issue is about the honesty of Pam Bell and Jodie Sechler when they confirmed that Andrew was the lowest performer, lower than anybody else

there. This was completely false and we need you to turn to our Documentation starting in our book, section D-“The numbers game” starting on page 32. Andrew is at 5.96 for June, page 37 July up to 6.25, page 42 in August 5.45 (Training that month), page 47 Sept. started his upswing to 6.63, Oct. he went up to 7.59. At the end of September Shalonda was at 5.58, lower than Andrew. Sabrina, was at 6.90, slightly above Andrew who had 6.63 in Sept. Management said Sabrina was new but in fact she was hired from the temp service and she did the exact same job, unfortunately, they had already decided to discipline him. They handed him a PDH Oct 2. Now let’s look at the end of October, Andrew was still moving up and averaged 7.59, management had the opportunity to review his numbers, especially since the quotas were lowered to 8 an hour. Somebody couldn’t make the Oct. 2<sup>nd</sup> PDH meeting so it was rescheduled to October 15<sup>th</sup>. Again, Management could have reviewed his new progress and Leena even explained these new numbers to Jodie and Pam Bell. Almost an entire month went by before he was terminated. He was finally approved for OT because he made the criteria, but his numbers were above the Min of 8 runs per hour at 9.07. Our second to last page shows where Andrew was compared to his coworkers at the end of October before he was terminated. Sabrina and Shalonda were lower than Andrew and the other three billers were right there close to Andrew. The Statement that management made to you about Andrew being the lowest was false. Alsop, we would like to touch on two additional subjects that came out of this. Cherry picking the runs and the conversation about this “Bell Curve”. Every biller would testify that cherry picking was a common practice among most billers, It’s known that Temeka is one of their top billers, she is also known as the best cherry picker, even grabbing runs out of other billers Queues. Debra and Shalonda testified to that fact, we wanted to ask Jason that question but didn’t want to answer that for fear of retaliation. As a matter of fact, Jason was under extreme stress that night because he didn’t want to testify at all. Management acted like because Andrew threw some back in the queue he hurt other billers. That goes to our point exactly. When Andrew started his cherry picking (Just like everyone else), their numbers dropped. The fact that management wouldn’t even acknowledge that people could cherry pick, and, their claim is they would know if somebody

was doing it. That's total nonsense. Because the board doesn't know the business of ambulance billing and the inter-workings of the practices of billing, you had to take their word at face value. In the end, not even management knows the billing process. That's why they ended up with more than 80 HIPAA violations, which we will cover later. Just a quick point on the Bell Curve conversation. We failed to show the board the after effects of this bell curve as it was stated by one board member. Proof was there that night. The Joyce Pruss study they did a couple of years ago shows exactly what happens. Shalonda Love and Deborah Peters were making their numbers (That Jodie came up with Back in 2009 Page). After the study, the write-ups began. Management drove both of them crazy with uncaring, mean spirited emails designed to be hurtful and full of tough love. You can read some of them in our chapters. Where are these people now? Deborah quit and went to work for utilities, Shalonda quit county employment all together (14 years). Sabrina Quit county employment, and Andrew was terminated. Now, they have their highest performers.

3<sup>rd</sup> Issue is about the gaps Andrew had in his day. There was a day on October 28<sup>th</sup> 2015 in which Andrea watched Andrew and his every move the entire day. Please look at Managements page 198. On this page Andrea details Andrews entire work day, and the video evidence shows him going in and out of the building fairly close to the times Andrea mentions. If you look at the following page on 199, this is where things don't make sense. Andrea doesn't mention anything in her report about his whereabouts between 12:22pm and 12:39pm. She shows a gap on this page and she didn't account for it in her timeline of the day. So, does that mean Andrew was actually at his work station looking something up but not keying? Or did Andrea throw an extra 17 minutes in there for good measure? We are focusing on this day in particular because in the midst of all this "tracking of his day" and commenting on his phone usage, which Andrew says he was on the phone (Dads medical emergency). He did 75 runs that day! That's 8.33 runs an hour, above the 8 required by management. This page shows he only did 58 runs, but the actual runs (trips) page on page 230 shows 75. The managements accounting of days shown have errors in his work days, some are just mathematical errors as well as gaps where he could



have been at his work station, but was held against his time as well. Two other things to note about this day. Was Jason disciplined for being late from lunch or breaks like Andrew? The answer is no, we asked him. Also, we don't see any ADA time built into that day, remember the 100 minutes? That doesn't show up on any of the daily accountings in this chapter.

Finally, some observations that just don't make any sense to us.

First, Paul Valenti, he was brought there to just explain the interpretations of the ADA rules. Does the board remember asking Paul if he was actually testifying for management or was there to be neutral? Well, if you didn't know, his niece works there as a temp and Paul actually recused himself and his department from Andrews Bullying complaint and referred him to the EEOC, but investigated Pam Bells Racial complaint. We were certainly not happy about this at all, and eventually, after we complained, they did a joint effort with HR to investigate.

Another thing that totally puzzled us was their ability to persuade the board on the reasons why they needed an attorney. Nancy Meyer was their attorney and she personally assigned herself to the case. After the case was continued she stepped down as their attorney. This last continuance really hurt because we all had planned events and were battling this case on every front. The actual reason we believe Nancy stepped in for them is because Pam how nasty she could be during the pre-hearing conference. I think Michelle Wallace had some insight into that.

The biggest point to make though, as you all know, they violated HIPAA that night! It wasn't just that in of itself that was mind blowing, it was the fact that Pam Bell, Manager of Billing didn't know what she had done, the Director Jodie Sechler didn't even know what she was even looking at. When Leena asked her what that was (Or she was being untruthful) she really struggled. It was embarrassing. Not even the Director Mr. Cooksey of both departments knew what he was looking at, Jim Holbrook the IT guy had to tell him that shouldn't be up there. Before all this took place they were beating their chests about how trained they are in HIPAA compliance and how important their jobs were in

keeping the confidentiality of patients. We are totally embarrassed for the entire department, and all along they were just trying to prove that Andrew quit keying minutes longer than he should have. Now, are anybody's head going to roll over this? Should they all be terminated just like they're own rules say, there is zero tolerance for these kinds of violations? The board about a year and a half ago upheld the termination of an employee who just "looked" at a family members ambulance run (which that person was deceased).

In closing, I would like to say that I was wrongfully terminated on many levels. There were so many things thrown at me during the short time I spent there, it was an unpleasant experience from start to finish. Many employees have left just for the management practices alone. Can any of the members of the board feel comfortable having to use Sunstar Ambulance services and have your bill end up in the right place or your Personal Health information kept secured. I sure don't and hope I don't need those services any time soon.

Thank you very much for your time, and thanks again for hearing my case so quickly after the continuance.

A handwritten signature in blue ink, appearing to read 'Andrew Belich', with a stylized, cursive-like flourish.

Andrew Belich