



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, March 16, 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 – introduction of the new At-Large Representative

Camille Fedor – sitting in for Secretary, Peg Poole, out on sick leave

Jim Valliere – sitting in for interim Director of Human Resources, Dave Blasewitz

Visiting guests – Tim Closterman (HR) to present results of Employee Survey and Micki Gates (OMB)

Approval of Minutes

Charles Toney motioned to approve the EAC Delegate Minutes for January 28, 2016 with his revisions regarding the Florida Retirement System and to approve the EAC Representative minutes for February 17, 2016 as written. The motion was seconded by Richard Carvale. Both sets of minutes were approved.

Comments from Jim Valliere, Human Resources

- Announced the two new employees in HR – Crystal Lockwood, Health/Wellness Manager and Amy Hertog, United Healthcare Nurse Liaison.
- HR Director Search: The Personnel Board will be conducting the final interviews of the top 3 candidates on Wednesday, March 23rd at 5 pm in the Clerk's Conference Room on the 4th floor. These interviews are open to the public. This has been a long process. Of the original 49 applicants selected, the Personnel Board has whittled down the list to the top 3 candidates. The Board feels the most important issue facing the new Human Resources Director is how to attract good quality people while retaining the current workforce of Pinellas County employees. The Personnel Board will meet on the 1st Thursday in April (the 7th) to select the next Director for our Human Resources Department.
- **Tim Closterman – Presentation on Biennial Employee Survey**
Tim reports that Dave Blasewitz will share the results of the Employee Survey with the Appointing Authorities during individual one-on-one meetings. The survey results have been noted in the current edition of [The Pen](#). Overall, Pinellas County employees are satisfied with their jobs and employer. However, employees believe that a good ratio does not exist between compensation and their "merit" work. FACE has had a positive impact and is readily accepted by many County employees.
- **Questions for Jim Valliere:**
 - Why does it take so long for the Family and Medical Leave Act (FMLA) approval process?
 - Why does it take so long to receive a confirmation e-mail from Benefits?
 - Can forms be made available online for easy access to print the forms needed for completion?
 - Would it be beneficial and cheaper for Pinellas County to handle its own FMLA requests, etc., in house rather than paying an outside company such as Standard?
 - Jim said that if assistance is needed with Standard, please contact Sue Keim in HR.

Old Business

- Rich Castle believes that we need to revamp the rules of the Suggestion Awards Committee, headed up by HR's Tim Closterman. Tim is working with the committee members to review the rules and procedures.
- Lisa Wombles reported that the Employee Advocate Training was on February 26, 2016. There are a total of 8 employee advocates on the rotation list, which determines the frequency of the employee advocate. A note of thanks to Camille Evans for putting together the binders for the new Employee Advocates.

New Business

- Reminder that our next EAC meeting will be on April 20th. The EAC Reps will meet with the Appointing Authorities from 8:30 to 9:30 am and then have its regular monthly meeting from 9:30 am - 11:30 am.
- Question to bring up at the meeting – When will HR tie merit pay into FACE? Pinellas County needs to put money back into the budget for employee performance.
- Lisa encourages Holiday Giving. Let's have Christmas in July by collecting \$1.00 from every Pinellas County employee. We can collect a charitable donation close to \$3,000.00 if each employee can spare \$1.00. Yes, we can make a difference!
- Charles Toney mentioned that front load vacation time will be considered by HR. New employees cannot save up much time as they use up the time during their calendar year for family events/vacations. HR encourages that all employees bank a minimum of 40 hours as a safety net to keep in the bank, in the event of illness or short term disability. Perhaps a program could be established for employees to buy leave and pay it back with payroll deductions.
- Camille Evans reminded all that EAC Delegate forms need to be submitted as soon as possible.
- Ashley Skubal brought up question from fellow employee regarding the Pinellas County Bed Tax. Is the total amount published for public knowledge? Yes, the County's Accounting Department is required to publish the total amount collected from the Bed Tax on the Clerk's website. With the millions made annually through this tax, can this money be used within the various departments of Pinellas County?

Adjourned

Lisa Wombles*	Richard Carvale*	Peg Poole	Linda Cahill	Rich Castle*
Donna Beim*	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 – Delegate Meeting Minutes

Extension Services, 12520 Ulmerton Road, Largo, FL

Thursday, March 24, 2016, 8:00 a.m. – 10:00 a.m.

Call to Order

The EAC Delegate meeting was called to order at 8:05 a.m. by Chair, Lisa Wombles, followed by the Pledge of Allegiance.

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

- Human Resources Director Search - Pinellas County's Personnel Board conducted its final interview with the 3 top candidates on March 23rd. Upon close review of their notes/ observations, the Personnel Board will deliberate on April 7th. They will vote on their #1 choice and the new HR Director will be announced.
- Employee Survey - Dave directed our attention to the [March issue of The Pen](#), which highlights the results of the 2015 Biennial Employee Survey conducted in the Unified Personnel System in November 2015. The key issues were more concise than those addressed in the last survey completed two years ago. Many questions were the same. Two new questions were introduced to assist in measuring additional aspects of performance management. 63% report that they "have received recognition or praise for doing good work in the last seven days." 73% agree with the statement, "In the last six months, someone at work has talked with me about my progress." Dave encourages all to read the survey results and is pleased to report that 85% of Pinellas County employees are satisfied with their jobs and 89% think Pinellas County is a good employer. It is interesting to note that 72% of employees rate that "The EAC does a good job supporting my interest and/or concerns to upper management and the Personnel Board." This is 9% higher than the 2013 rating.
- Employee Appreciation Picnic is fast approaching – Wednesday, April 27th at Sand Key Park from 8am-4pm. Della Klug will be sending out the invitation with detailed information regarding sign-up for various events and volunteer assistance with check-in/set-up and clean-up.
- Questions from the floor:
 - Question:* If an employee is hurt on the job and they go to a walk-in clinic after the end of work shift, can that time be used towards time off?
 - Answer:* Dave will check with Risk Management.
 - Question:* How can an employee advance in their career when all the job posting applications require a minimum education degree to even be considered for the job? Many seasoned veterans of 15-20 plus years are still classified at an entry level "beginner" technician and cannot advance to the higher paid "senior" level position. It is the person with the degree who gets hired, despite not possessing any experience in that field. This is viewed as unfair by many Pinellas County employees.
 - Answer:* Dave reports this is a recurring issue. HR reviews the applicants' responses to supplemental questions, scores the applicants and delivers the list of qualified applicants to the supervisor or hiring manager for that department. Some positions/departments offer a Career Ladder, but not all. It is important to understand that having a Career Ladder offers the opportunity for automatic promotion, but it is not guaranteed. HR tries to make things fair during the hiring process, but ultimately, the hiring parameters are a subjective decision by that department.

- Question:* When changing an employee group classification from classified to exempt, does it change their classification?

Answer: Generally, it is a reorganization. It depends on the positions and the criteria required to becoming exempt. There may not be a salary increase for a reorganization. If the group is re-classified, that would fall under HR and their rules.
- Question:* When a family member covered by employee's insurance dies during a pay period, it is not pro-rated. Why?

Answer: Dave reports that we are self-funded and therefore, we determine the rates. We cover our employees to the end of the pay period. Most companies cover to the end of the month.
- Question:* Promoting from within the County is encouraged by our County Administrator Mark Woodard. Is there a report on how many employees are hired from within the County or from the outside?

Answer: Yes. There is a report in Oracle which can provide information on positions filled. Dave will check on whether detail exists to identify this.
- Question:* Outside request for employees' salaries or information? Is this provided?

Answer: We get public record requests all the time. The reason many times is not disclosed, nor can the County ask. There is a movement happening now not to compensate legal fees when a case is solved. This may or may not be part of the increase in requests.
- Question:* If an employee is filling a position as an "interim" can he/she apply for the position?

Answer: Yes, they can apply, if interested for the full-time permanent position. They are not automatically considered.
- Question:* Are we going to re-visit classifications?

Answer: Yes, HR is constantly looking at positions and their classifications. We have accomplished a lot within the past five years, and want to keep Pinellas County in line with pay levels at other organizations we compete with for talent. We want to remain competitive in order to attract new talent and to maintain our current employee workforce.
- Question:* If an employee is given a directive to appear over and over again in front of the Human Rights Board, why is this so?

Answer: Dave states that any allegation concerning an employee has to be looked at to determine if it has validity. This is how we can give a voice to the employee in question.
- Question:* Emails sent out to Standard for FMLA receive no response. No action is taken. Why?

Answer: Standard is showing improvement. Any letters received for deadlines should include the mailing time. Many doctors do not want to put an "end date" on the employee's FMLA request form. However, Standard states that an "end date" is needed. An FMLA request should not be denied if it does not possess an "end date." Someone asked the question earlier, if it would be cheaper for the County to employ an in-house person(s) to handle FMLA requests rather than paying an outside company? Standard has the resources (manpower) which we lack. The cost per employee is pennies to the dollar. Not sure of the exact amount the County pays per employee for Standard's service.
- Statement from Dave:* Complaints about Express Scripts have diminished. Pinellas County's pharmacy administrator and the medical administrators are up for review and a new plan/contract will be determined on January 1, 2017. The County is in the process of entertaining contract bids from all interested pharmacy and medical administrators.

Guest Speaker - Amy Hertog, United Healthcare Nurse Liaison

- Amy comes to Pinellas County with 20 years of nursing experience in the private sector. Amy's special interest is in diabetes management. She provides coaching/support for individuals or groups and can do educational presentations.
- Amy shared a PowerPoint presentation, [Navigating the Course for a Healthier You](#). She encourages employees to access the myUHC website to track claims and payments, access the myHealthcare Cost Estimator, and Rally. She also advises to check out the Health4Me application on your smartphone. This application allows the employee to have their ID cards either e-mailed or faxed, and to locate local health providers, hospitals, and quick-care facilities. This app is great when travelling. It is a definite time saver.
- Amy can help in finding a specialist or a doctor if needed. However, she cannot assist employees with their medical insurance claims or provide medical treatment, which includes giving flu shots. For assistance, you can reach Amy at 464-5579.

Guest Speaker - Crystal Lockwood, Pinellas County Health and Wellness Manager

- Crystal moved from the Fort Lauderdale area in mid-February to start her job.
- She wants to take Pinellas County to the next level when it comes to our health and wellness. Some of her goals are to develop more wellness programs, grant opportunities, and on-site health screenings.
- There is a new portal to complete our health survey, [Rally](#). This program gives us coins which can be used to enter sweepstakes. Rally does ask for your social security number to identify your participation. Rest assured that Rally is within our privacy firewall and is a protected site so it's safe to enter personal information.

Comments from Lisa Wombles, Chair

- Lisa Wombles announces that there are now eight Employee Advocates. If anyone is interested in becoming an advocate, go to www.pinellascounty.org/hr/advocate. Once your application is accepted and you have been trained, the advocate's time to assist an employee will not exceed 3 hours per week of worktime.
- The time is approaching to begin collecting for the Christmas Wish Foundation, which provides assistance to local families. The EAC representatives are encouraged to begin collecting soon within their respective departments for this worthy cause. If each employee could just give \$1.00, a total of \$3,000 could be collected and donated on behalf of the employees of Pinellas County. Perhaps the collection could be titled *Christmas in July?* Employees might be more likely to donate during the summer months when they are not bombarded with requests from other organizations.
- The Personnel Board will meet on April 7th to select the next Director for Human Resources.

Adjourned

Chair Lisa Wombles adjourned the meeting at 10:20am.

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.



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Employees' Advisory Council – Representative Meeting Minutes

315 Court Street, Clerk's 4th Floor Conference Room, Clearwater

Wednesday, April 20, 2016, 9:30 a.m. – 11:30 a.m.

Call to Order

The EAC Representative meeting was called to order at 10:25 a.m. by Chair, Lisa Wombles.

Approval of Minutes

Hazel Lane motioned to approve the March 16 EAC Representative Minutes. The motion was seconded by Charles Toney. The minutes were approved. Richard Carvale motioned to approve the March 24 EAC Delegate Minutes. The motion was seconded by Hazel Lane. The minutes were approved.

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

Donna Beim has been in contact with HR about the EAP coverage for mental health concerns. Dave explained that Pinellas County works with employees through a single case agreement which is between the employee and the doctor.

Lisa Wright and Donna expressed concern that there is an on-line mental health form which is completed by the employee; however, there has not been any follow-up with the employee. Dave will look into the situation.

Peg Poole asked why emails sent by The Standard to Benefits and the supervisor can't be forwarded to the employee. Dave said due to privacy reasons, they don't forward the emails. There is a place on the Standard website for an employee to check the status of their leave time.

Benefits is having a meeting with The Standard soon. Dave will provide updates during the next EAC meeting.

The new Human Resources Director has been offered the position by Dr. Rick Davis. No updates have been given on a time frame or if the person has accepted. The Personnel Board ranked all 3 candidates and will ask the 2nd candidate, if needed.

New Business

Charles Toney requested that we watch for directors, managers and supervisors giving verbal rules and policies. According to the new Personnel Rules update, all rules and policies must be in writing.

The May guest speaker at the EAC Delegate meeting will be from Animal Services.

Adjourned at 11:45

Lisa Wombles*	Richard Carvale*	Peg Poole*	Linda Cahill*	Rich Castle*
Donna Beim*	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.



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Employees' Advisory Council & Appointing Authorities Meeting Minutes

315 Court Street, Clerk's 4th Floor Conference Room, Clearwater

Wednesday, April 20, 2016, 8:30 to 9:30 a.m.

Meeting was called to order: 8:45 by Lisa Wombles, EAC Chair

Introductions: Each member introduced themselves and said who they are affiliated with.

Poll Workers Needed:

Julie Marcus representing Deborah Clark requested that employees be permitted to serve as poll workers for the two elections this fall. The SOE is in need of approximately 2,000 volunteers. The department would pay the employee's salary, and mileage would be paid by the SOE. Due to having two elections this fall, the need for people to begin training is critical. Training varies depending on the position of the volunteer. Overtime would be decided by the AA's. The primary election is 8/30/16 and the general election is 11/8/16.

[Employees interested in volunteering can complete the [Election Worker Application](#).]

Charter Review Committee Update:

Ken Burke provided all parties a copy of a *Draft of Ballot and Charter Language for 3 Proposed Charter Amendments* from the Vose Law Firm prior to the meeting for review. The main change to the Charter is the reduction in the percentage of citizens required to bring a petition from 10% of the registered voters to 8%. Also citizens will have 8 months instead of 6 months to initiate new petitions. [Also see the [Charter Review web page](#).]

Tenure Time Days:

Lisa Wombles proposed to the AA's additional time off for long-time employees. The additional floating holidays would be as follows: 20 years – 1 day, 25 years – 2 days (already approved in Personnel Rules), and 30 years – 3 days. After 20 years, the vacation hours do not increase, so this expansion in floating holidays would be a perk for those employees who continue to work for so many years. Mark Woodard asked if any other government agencies offer this type of benefit, Dave Blasewitz will research.

FACE / Merit Increase:

Charles Toney asked if additional money is being placed in the budget for FY 16-17 for merit increases. Since the inception of FACE, we have been told that merit increases were being discussed yet nothing has been solidified. After much discussion, Mark Woodard explained that he will propose a 3% raise for all employees in FY17. He said working with the new Human Resources Director on salary equity and a comprehensive pay study is a high priority.

Advocate Program:

Lisa Wombles held a training class for new Employee Advocates. She requested that new advocates be allowed to sit in on active pre-disciplinary hearings as a learning experience, if the employee and manager were amenable. Pam Dubov was concerned that having to

schedule around another party could delay a hearing. Lisa assured her that no delay would occur due to this request.

Leave Time Buy:

Rich Castle discussed the possibility of new employees being able to buy leave time for FMLA or Short Term Disability. New employees do not accrue time quickly and could face unpaid leave in case of an illness, car accident, etc. Dave Blasewitz said The Standard has certain insurance products and different waiting times available for new employees. Dave will review the options and come back with a recommendation.

Holiday Giving:

Lisa Wombles described her experience with the donations she gave on behalf of the Pinellas County employees to the Christmas Wish Foundation via Q-105 radio station. The total donated last year was \$930. She requested to have the donation period in July. The EAC would advertise and request that each employee donate \$1.00. If everyone contributed, \$3,000 could potentially be raised for local families. The Appointing Authorities were receptive to the fundraiser idea.

Ken Burke suggested that a “Special Edition” of *The Pen* be written and be focused on Pinellas County employees’ service to the community. Dave Blasewitz will make arrangements with HR for this “Special Edition”.

Employee Survey:

Ken Burke thought the survey results should be discussed during the meetings between the AA’s and EAC. Overall the survey results are better than the last one taken in 2013. He has met with HR to discuss the results for the Clerk’s responses. Soon he will meet with his managers to discuss the results. Pam Dubov thought the results were in part because of the positive changes in the EAC. Employees believe in the committee and think the EAC looks out for them.

Closing Remarks:

The EAC thanked the AA’s for including the EAC in the recent selection process for the Human Resources Director position.

Mark Woodard shared the results of the 2016 Citizen Values Survey Report for Pinellas County. Overall the results are higher than previous surveys. The expectations and experience gap is closing. The level of trust is reported as 9 out of 10 citizens have a high level of confidence in Pinellas County government. Nationally the level of trust is reported at 7 out of 10 citizens. The County website has the entire report [[see 2016 Survey Results](#)].

service already get an additional 2 days). The Appointing Authorities were receptive to the EAC members collecting donations for the Christmas Wish Foundation in July. More information will be communicated on both topics.

Adjourned

Lisa Wombles*	Richard Carvale*	Peg Poole*	Linda Cahill*	Rich Castle
Donna Beim*	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.



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Employees' Advisory Council – Representative Meeting Minutes

County Office Annex, Room 429, Clearwater, FL

Wednesday, May 18, 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.

Approval of Minutes

Donna Beim motioned to approve the EAC Representative Minutes for April 20, 2016 with amended verbiage for the Holiday Giving and Closing Remarks. The motion was seconded by Charles Toney. The minutes were approved.

Donna Beim motioned to approve the EAC/Appointing Authority Minutes for April 20, 2016 as written. The motion was seconded by Charles Toney. The minutes were approved.

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

Dr. Holly Schoenherr has accepted the offer from Dr. Rick Davis, Personnel Board Chair, as the new Human Resources Director for Pinellas County. Her start date is July 18, 2016. Holly will visit next month to be introduced to the HR staff.

The new Personnel Rules are being monitored and supported by the Appointing Authorities. The issue was raised of items that are referred to as policies or guidelines but are not written down and suggested that it might help if additional defining measures are included in the rules. Dave asked for examples to be provided of unwritten policies to HR for review. It was suggested that this topic might be defined and explained more clearly in *The Pen*.

Randy Rose asked when and where the new health clinic will be operating since the budget was presented to the Personnel Board. Dave said that information will be addressed at the next Board meeting. The location will be east of the Annex Building in downtown Clearwater by a "couple of miles".

Charles Toney asked Dave - due to a recent article with an unfavorable ranking for Pinellas County of funding the Retiree Healthcare Subsidies - how is the Health Insurance Subsidy (HIS) being handled by the County? Response – the HIS is not a line item in the budget but it is covered – the report was looking for specific budgeting for the HIS coverage.

Please explain the options for the service fees for those on the HSA insurance.

Response from Dave - There are several options for the HSA bank accounts; one is free (the County picks up the bank charge), and the others have enhanced services with a fee to the employee. It is explained to members each year after annual enrollment when they have elected the HSA plan. This is a very complicated topic and depending on the election made by the employee the monthly surcharge can vary. Anyone with questions should call Benefits directly at 464-4570.

Jim Valliere mentioned that the topic for the next Two-Minute Tuesday will be the EAC Employee Advocate program [[watch the Employee Advocate video](#)].

HR staff met with The Standard in April. They are scheduled for weekly follow-up phone calls to ensure the Federal and County guidelines are being followed.

An appeal is scheduled for the July Personnel Board meeting.

Introductions

Audrey Savas joined the HR department as an HR Analyst in the Performance and Development division. She will be the program leader for the LEAD program.

Old Business

Charles Toney brought up the topic of bullying and retaliation which continues to occur. Perhaps that issue should be named as such in the Personnel Rules so people recognize how to address the problem.

Dave Blasewitz has not received the report related to the potential extra days off for employees with 20 or 30 years with the County.

New Business

Charles Toney asked if transfers are captured in Taleo.

Response: No. Jim replied that employees have to apply for every position in which they are interested. The old request for transfer procedure is no longer available since registers do not carry over. As every position is done through recruitment, employees must apply. [Note: There is still the ability to request a transfer by written request as outlined in Personnel Rule 2.]

FACE - Lisa Wright asked if an employee is allowed to request an additional person to monitor their FACE meeting? Why wasn't the employee advised prior to the meeting about negative comments? The employee has no recourse if the supervisor is placing comments in FACE throughout the time periods between meetings. Now the comments are public record. Why can't the employee add comments during the time between meetings?

Response: There is a place for employees to write comments but that is only after they have seen the documentation before the meeting. The employee can ask to see the documentation the supervisor is entering into FACE. If anyone wants their FACE re-opened, contact Meagan Decker and she will administratively activate the file. Dave commented that FACE is not intended to be used in that manner; however, supervisors are to keep documentation on employees in FACE.

Adjourned

Lisa Wombles made a motion to adjourn at 4:20. Peg Poole seconded.

Lisa Wombles*	Richard Carvale*	Peg Poole*	Linda Cahill*	Rich Castle
Donne Beim*	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.

SIGN UP: Any employee may request a new issue be emailed each month by [subscribing to Leadership Notes newsletter](#).

Appreciating Employees

A red square graphic with the text "i appreciate you" in white lowercase letters. The "i" is stylized with a dot above it.

Employee Appreciation Week is a great time of year where managers across Pinellas County do their best to make sure their employees know that they are

valued. Although the week is dedicated to this cause, employee appreciation can and should be shown throughout the year.

Showing appreciation to your employees is important. It is a natural desire for human beings to want to feel acknowledged and that they are providing a value. Some studies indicate that employees who are recognized are more likely to go above and beyond what is expected of them, are more productive and motivated, and are more likely to stay with an organization.

Sometimes supervisors and managers struggle with the question of, "How should I show appreciation?" A good idea is to ask your employees. You might start off a conversation with your team with, "How do you want to be recognized when you do great things?" That says two things to an employee — you're going to do great things and you're going to be acknowledged for it.

Recognition can be formal or informal. Here are some fun ideas inspired by *101 Ways to Reward Employees (Without Giving Them Cash)* by Mike Michalowicz:

- **Wall of Fame** - Create a wall of fame for each recognized employee. Write below their picture why the employee is being recognized.

- **Helmet Stickers** - Get a football helmet from each employee's alma mater and put it on their desk. Every time they do something great, give them a helmet sticker ... just like the college sports teams.
- **Recognition Circle** - Ask each employee to write something positive about the person you're recognizing on a piece of paper. Either give them the box of collected sayings or type and frame them for the person.
- **Ice Cream Party** - There's nothing like an old-fashioned ice cream party where the team you're appreciating make their own sundaes and desserts from a selection of ice cream and toppings.
- **Performance Hours** - If employees consistently perform well, give them "performance hours" tokens they can redeem to take a longer lunch, run errands or use for personal reasons.
- **Show and Tell** - Set aside one day a month for "Show and Tell." Encourage employees to brown bag lunch and bring in something from home (hobby, accomplishment, video game, etc.) to "show and tell" other employees about. It doesn't have to be a trophy, just an interest, such as a cake recipe (with samples), pictures, etc.

If you're a crafty person or someone who likes to be creative, take a look on Pinterest or other social media sites for inspiration. Remember, recognition doesn't have to be expensive; it just needs to be sincere. Sometimes the best recognition comes in the form of two words, "Thank you."

Giving Effective Feedback

Have you provided feedback to a colleague and encountered defensiveness or resistance? Feedback is difficult for many people to hear. It frequently does not match their intentions or their self-image. As a result, the message can get lost amidst what the receiver perceives to be an unwarranted attack.

How can we reduce the likelihood of defensiveness and increase the probability that our message will be heard and acted upon? Try these tips:

Be timely and prompt – Feedback is most effective when it is given as promptly as possible after the observed event. The more recent the event, the more relevant the feedback. However, it may be necessary at times to take a deep breath and delay providing the feedback if you are still upset about what you observed. It helps reduce defensiveness if you aren't angry at the receiver. Take time to collect your thoughts so you can present the feedback without an emotional edge.

State your good intentions – Communicate your reason for providing the feedback. For example, "I would like to make sure that we are following proper procedures so we don't overlook any critical steps in our process." This signals that you are more interested in correcting the problem rather than punishing the individual.

Be descriptive rather than evaluative – Describe what actions, behaviors, impacts, or results you have observed without passing judgment on the behavior. This leaves the individual free to determine whether this matches what was intended. Taking this stance lessens the pressure to justify the actions taken and reduces the likelihood of defensiveness, so the receiver can focus on whether there is a need to correct. If they report to you and can't see the need for the correction, you can help by pointing out the consequences of not making the correction. Generally, people like to feel they have a choice. Pointing out what the consequences are of one choice versus another creates less resistance than insisting they follow a particular course of action.

Be specific rather than general – Telling someone that they were "careless" or "sloppy" fails to point out exactly what it is the receiver did that should be corrected. Instead, describe the specific behaviors and how you or others were affected by it. A statement like, "When the customer asked you to verify her payment, I saw you look the information up in our new database and inform her that we had not. You did not follow our procedures that require you to also verify payment in the legacy database. She insisted that she had made the payment and requested to speak to a supervisor. Conducting verification in both systems would have avoided the inaccurate information and the ensuing conflict."

Take into account the needs of the receiver as well as your needs – If you are angry about the impacts of the action the receiver has taken, resist the temptation to let them have it or set them straight. This is very likely to lead to defensiveness and do more harm than good. Consider that the receiver did not likely intend for these negative consequences and would appreciate being informed in a manner that does not imply you are making that assumption.

Direct the feedback towards behavior the receiver can do something about – Reminding someone of a shortcoming over which he or she has no control only serves to frustrate the receiver. Concentrate on behavior, capabilities, and results that are within the individual's control.

Check to ensure clear communication – Before walking away, verify that the receiver understood the message you intended to deliver as well as your motives. A good way to do this is ask them to repeat, in their own words, what you are asking them to do – and why.

Lastly, feedback will be most effective if it is requested by the receiver rather than imposed. Informing the individual that you have some feedback and asking if they are willing to hear it now can go a long way toward ensuring a more positive response.

Learning Opportunity

June 2016

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

Quarterly Training Calendar

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
May 30	31	Jun 1 8:30am Intro to Supervision for Non-Supervisors (Utilities 4th floor) - Training, Human 8:30am iExpense - Travel Training (Annex 138) 9:00am Budget 101 (Studio B)	2 8:30am Effective Listening (Studio B)	3
6	7 8:30am Supervisory & Management Competencies Series - Summer Series (Studio B) 8:30am Dept AP Invoice Processing (Annex 138)	8 8:30am A Kick in the Attitude (Sheriff's Office) 8:30am Annual Physical Inventory (Annex 138)	9 8:30am Communicate This! (Swisher 211)	10
13 8:30am Setting Sail (Annex 429)	14 8:30am Supervisory & Management Competencies Series - Summer Series (Studio B)	15 8:00am iExpense - PCard Training (Annex 138) 8:30am Career Development Forum - 3 of 5 (Studio B)	16 8:30am Managing Electronic Records 1.0 (Swisher 211)	17
20 8:30am Muster Drill - New Employee Orientation Class 2 (Extension)	21 8:00am Getting Ready for Retirement (EpiCenter) 8:30am Supervisory & Management Competencies Series - Summer Series (Studio B)	22	23 8:30am Problem Solving / Decision Making (Swisher 211)	24
27 8:30am Setting Sail (Annex 429)	28 8:30am Supervisory & Management Competencies Series - Summer Series (Studio B) 8:30am Misc Template Training (Annex 138)	29	30 8:30am Effective Leadership (Studio B)	Jul 1

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

Learning Opportunity

July 2016

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

Quarterly Training Calendar

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Jun 27	28	29	30	Jul 1
4 4th of July Holiday	5	6 8:30am iExpense - Travel Training (Annex 138) 9:00am Budget 101 (Studio B)	7 1:00pm Power of Future Conversations (Studio B)	8
11 8:30am Setting Sail (Annex 429)	12 8:30am Supervisory & Management Competencies Series - Summer Series (Studio B)	13 8:30am Dept Fixed Assets (Annex 138) 8:30am Who Put a Lizard in my Lasagna? (Sheriff's Office)	14 8:30am The Changing Environment & Future Trends in Leadership Development (Studio B)	15
18 8:30am Muster Drill - New Employee Orientation Class 2 (Extension)	19 8:30am Supervisory & Management Competencies Series - Summer Series (Studio B)	20 8:00am iExpense - PCard Training (Annex 138) 8:00am Getting Ready for Retirement (Utilities 4th floor) 8:30am Myers-Briggs Type Indicator (Studio B)	21 1:00pm What To Do When Conflict Happens (Studio B)	22
25 8:00am Freestyle Cruising (Magnolia Room) 8:30am Setting Sail (Annex 429)	26 8:30am Team Building (Studio B) 8:30am Misc Template Training (Annex 138)	27 8:30am Grievance & Disciplinary Procedures (Studio B)	28 8:30am Leading with Persuasion (Utilities 4th floor)	29

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Learning Opportunity

August 2016

Pinellas County
Human Resources
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Quarterly Training Calendar

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Aug 1	2 8:30am Supervisory & Management Competencies Series - Summer Series (Studio B)	3 8:30am iExpense - Travel Training (Annex 138) 8:30am When Change Happens, Adjust Your Sail (Sheriff's Office) 1:00pm Budget 101 (Studio B)	4 8:30am Office & Admin: Customer Responsiveness (Studio B)	5
8 8:30am Setting Sail (Annex 429)	9 8:30am Dealing with Difficult People (Studio B) 8:30am Dept AP Invoice Processing (Annex 138)	10 8:30am Career Development Forum - 4 of 5 (Studio B) 8:30am Annual Physical Inventory (Annex 138)	11 1:00pm Give 'Em the Pickle (Studio B)	12
15 8:30am Muster Drill - New Employee Orientation Class 2 (Extension)	16 8:30am Supervisory & Management Competencies Series - Fall Series (Studio B)	17 8:00am iExpense - PCard Training (Annex 138)	18 8:30am Effective Listening (Studio B)	19
22 8:30am Setting Sail (Annex 429)	23 8:30am Supervisory & Management Competencies Series - Fall Series (Studio B) 8:30am Misc Template Training (Annex 138)	24	25	26
29	30 8:30am Supervisory & Management Competencies Series - Fall Series (Studio B)	31	Sep 1	2

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