

PLEASE POST

**UNIFIED PERSONNEL BOARD
AGENDA**

Date: July 7, 2016

Time: 4:00 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 Regular Personnel Board Meeting held March 3, 2016
2. Request Approval of the Minutes of the Special Personnel Board Meeting held March 21, 2016
3. Request Approval of the Minutes of the Special Personnel Board Meeting held March 23, 2016

Human Resources III. INFORMATIONAL ITEMS

1. Employee Health Center
2. Inspector General Audit
3. Action Taken Under Authority Delegated by the Personnel Board
4. Other Informational Items

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, March 3, 2016

The Unified Personnel Board (UPB) met in regular session at 4:01 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 (late arrival).

Also Present: David Blasewitz, Interim Director of Human Resources; Carl Brody, Senior Assistant County Attorney; Lynn M. Abbott, Board Reporter, Deputy Clerk; and other interested individuals.

AGENDA

PLEDGE OF ALLEGIANCE

EAC

I. EMPLOYEES' ADVISORY COUNCIL REPRESENTATIVE

Human Resources

II. CONSENT AGENDA

1. Request Approval of the Minutes of the Regular Personnel Board Meeting held January 7, 2016
2. Request Approval of the Minutes of the Regular Personnel Board Meeting held February 4, 2016

Human Resources

III. INFORMATIONAL ITEMS

1. Update on the Human Resources Director Search Process
2. Employee Survey – Discussion Only
3. Action Taken Under Authority Delegated by the Personnel Board
4. Other Informational Items

Communications

IV. TERMINATION APPEAL

1. Norris Watson

CALL TO ORDER

Chair Davis called the meeting to order at 4:01 P.M.; whereupon, he led the Pledge of Allegiance.

EMPLOYEES' ADVISORY COUNCIL REPRESENTATIVE

Chair Davis noted that there is no EAC representative in attendance.

CONSENT AGENDA – APPROVED

Minutes of regular meetings held January 7 and February 4, 2016, approved.

Motion	-	Mr. Dekle
Second	-	Mr. Dates
Vote	-	6 - 0

MISCELLANEOUS

Election of Vice-Chairman - Discussion

Chair Davis discussed concerns raised during the January 7, 2016 Special Meeting of the UPB, noting that after several failed motions, he seconded a motion to elect James Dates as Vice-Chairman. He indicated that the procedure has since been researched in Robert's Rules of Order and reported that when a chairman or president is a member of the voting body, he or she has the same rights and privileges of all of the members, including the rights to make motions and speak to the debate of the Board on all questions.

Chair Davis related that he normally refrains from seconding motions; that he did so to progress the meeting further; and that he believes that the will of the Board is important, noting that if any member feels that the vote was not representative of the will of the body, that member has the opportunity to reconsider the vote and resolve the issue.

Ms. Vecchioli explained her understanding of the standard procedure for motions per Robert's Rules, noting that the chairman passes the gavel on said motion item, votes, and once the item is disposed of, the gavel returns to the chairman, and Chair Davis agreed. In response to query by Chair Davis, she indicated that a revote is unnecessary; and that the members would prefer that the Chair refrain from seconding future motions unless necessary, and no objections were noted.

Motion to Reconsider - Andrew Belich - Continued

Chair Davis indicated that on March 2, 2016, he received a motion to reconsider the Board's most recent hearing decision and recommended that the item be set for the next regular meeting in April; whereupon, Mr. Schulz opined that the Board has already made its decision and does not need to revisit the issue.

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Attorney Brody discussed the Personnel Rules governing the appeal procedure and clarified that the Board is not required to review its decisions; that the Board has 90 days to schedule the motion to reconsider; and that it is his opinion that the Appointing Authority would not have sufficient opportunity to review the matter, noting that the Rules suggest that the Appointing Authority has ten days to respond. He explained that the Board may make the decision now, should it feel that it has enough information, or could allow the final decision to rest with the Appointing Authority, noting that the Rule says the motion should be heard at *the next available meeting* and is ambiguous regarding the time frame, and discussion ensued.

In response to a request by Mr. Dekle, Attorney Brody provided his interpretation of Section 11 of the Rules, noting that an appellant can request a reconsideration of termination by the Board; and that the Board may grant a reconsideration if the proposed modification or amendment is based upon previously presented evidence or newly discovered evidence which, by due diligence, could not have been discovered prior to the hearing, *and* a showing is made that the Board made its decision through or based upon fraud, collusion, deceit, or mistake of law or fact.

Chair Davis reiterated his recommendation to schedule the motion for the next meeting, and Ms. Vecchioli related that she is inclined to allow the involved parties an opportunity to be present and heard; whereupon, Mr. Blasewitz confirmed that no other appeal is scheduled or anticipated for April 7, 2016; and that the meeting will start at 6:30 P.M.

INFORMATIONAL ITEMS

Update on the Human Resources Director Search Process

Mr. Blasewitz provided an update regarding the search process and announced that the Selection Committee has finished selecting three candidates for presentation to the Board. He related that an email received earlier today from Waters and Company Senior Vice President Art Davis listed additional work to be done prior to the final interviews, noting that it will take approximately ten days to schedule the interview dates, book travel for the candidates, conduct reference, academic, and background checks, and compile an interview packet that includes suggested questions and responses to the candidate questionnaires.

Mr. Blasewitz indicated that Art Davis is available March 23, March 24, and March 30 to provide guidance to the Board, noting that the first step would be to coordinate an interview date with the Board, Mr. Davis, and the candidates. He related that he would discuss alternative dates with Mr. Davis as an option.

Mr. Blasewitz provided an overview of suggested guidelines and approximate time frames, and in response to queries by Ms. Vecchioli, he, with input by Attorney Brody, indicated that videos and transcripts from the candidates' previous interviews can be made available for member preview; and that an interim workshop in advance of the interview and an informal "meet and greet" meeting can be scheduled as long as notice requirements are followed, and discussion ensued.

Chair Davis explained that the Board has full discretion in determining the interview process; that it should not feel that there are any questions that cannot be asked; and that members should not feel inhibited by the selection process or guidance provided by HR.

Mr. Blasewitz discussed the methods available to access the videos and estimated the length and content of the videos, noting that an informational packet can be emailed to the members if they forego the workshop, and discussion ensued.

Chair Davis suggested that the interviews be scheduled for March 23; that the "meet and greet" be held from 4:00 p.m. to 4:30 p.m.; and that the interviews start at 4:30 p.m., noting that if that date does not work, it could become the workshop date. He discussed the benefits of having a workshop and requested that Art Davis send information that had been previously utilized by the Selection Committee to the Board in preparation for the interviews.

Responding to query by Mr. Dekle, Mr. Blasewitz indicated that the bulk of the information, except for the background checks, could be provided to the members by next week. Mr. Dates suggest that a local media check be done on the candidates; whereupon, Mr. Blasewitz related that a brief check was performed as part of the initial application process, and discussion ensued.

* * * *

At this time, 4:45 P.M., Mr. Walker entered the meeting.

* * * *

Employee Survey – Discussion Only

Mr. Blasewitz indicated that an employee survey was conducted last November as a follow-up to the survey taken two years ago, and the results will be presented as an agenda item at the April 7 meeting, noting that one-on-one meetings with the Appointing Authorities will be held to review their results within the next week; and that the employees will receive the results soon.

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Action Taken Under Authority Delegated by the Personnel Board

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

Other Informational Items

The following miscellaneous informational items were received for filing:

1. Minutes of the EAC Representatives Meeting of January 20, 2016.
2. Leadership Notes for March 2016.
3. Training Schedules for March, April, and May 2016.

* * * *

The meeting recessed at 4:50 P.M. and reconvened at 4:59 P.M.

* * * *

APPEAL OF TERMINATION OF NORRIS WATSON, FORMERLY OF UTILITIES – DENIED

Appeal of Termination filed by Norris Watson, formerly of Utilities, was presented by Employee Advocate Lisa Carter, representing the Appellant, and by Alan Bollenbacher, Manager, Utilities, Maintenance Section, representing the Appointing Authority.

At the request of Chair Davis, the witnesses were sworn by the Deputy Clerk; whereupon, Chair Davis confirmed that no exceptions have been made.

EMPLOYEE'S OBJECTIONS TO THE APPOINTING AUTHORITY'S EXHIBITS

Objection to Exhibit B1 – Pre-Disciplinary Hearing Notice dated July 7, 2015

In response to objection by Ms. Carter and following discussion, Chair Davis directed that Exhibit B1 be replaced with the corrected document; and that Exhibits B6, B7, and B8 be removed by agreement of the parties.

Objection to Exhibit R – Chart of Appellant Computer Access in June 2015

Ms. Carter stated her objection to Exhibit R, noting that she questions the authenticity of the document; whereupon, Mr. Bollenbacher stated that Utilities Maintenance Supervisor Bernie Maloney will testify to its authenticity.

Following discussion, Chair Davis stated that the Board has decided that the document will remain in evidence; and that the Board will pass judgment on it at a later time.

Objection to Exhibit S1 – Chart Noting Unscheduled Leave from March 16 through July 10, 2015

Ms. Carter stated her objection to Exhibit S1, noting that she questions the authenticity of the document; whereupon, Mr. Bollenbacher stated that Utilities Maintenance Supervisor Bernie Maloney will testify to its authenticity.

Following discussion, Chair Davis stated that the Board has decided that the document will remain in evidence; and that the Board will reserve judgment, noting that there will be opportunity to cross-examine and challenge the information.

Objection to Exhibit S2 – Chart Noting Unscheduled Leave from July 10 through August 7, 2015

Ms. Carter stated her objection to Exhibit S2, noting that she questions the authenticity of the document.

Following discussion with input by Attorney Brody, Ms. Vecchioli requested that copies of the backup documents be supplied to the Appellant for review if the Appointing Authority plans to introduce the exhibit.

Objections to Exhibits T, V, W, X, Y, and Z – Backflow Test Reports

Ms. Carter stated her objections to Exhibits T, V, W, X, Y, and Z, indicating that she questions the authenticity of the documents; whereupon, Mr. Bollenbacher responded that the exhibits are one type of document; and that the person who created the documents will testify to their authenticity.

Following discussion, Chair Davis indicated that the documents will remain in evidence; and that the Board will reserve judgment, noting that there will be opportunity to cross-examine with regard to their authenticity.

Ms. Carter indicated that the Appointing Authority assured her that the software vendor would testify as to the authenticity of the reports; whereupon, Chair Davis explained the role of the Board, noting that it allows the presentation of evidence with appropriate cross-examination, judges the credibility of the evidence, and decides whether documents are admissible. Following discussion, he indicated that the evidentiary rulings will be postponed pending testimony by the witnesses; and that the objections can be made at the time the documents are introduced.

At the request of Chair Davis, the parties presented their opening statements, and presentations by the witnesses commenced. During testimony and following discussion pertaining to the items objected to by Ms. Carter, Chair Davis indicated that it is the consensus of the members that Exhibits B, R, S1, T, V, W, X, Y, and Z be admitted as evidence, noting that the Appointing Authority had agreed that Exhibit S2 should be disregarded.

* * * *

The hearing was recessed at 8:42 P.M. and reconvened at 8:52 P.M.

* * * *

Following the completion of the testimony and closing statements, Attorney Brody reviewed the charges and indicated that the first issue to be resolved by the Board is whether the Appointing Authority met its burden by showing by a preponderance of the evidence that the Appellant committed the activities for which he was terminated; whereupon, Chair Davis related that the Board members are in agreement that each violation should be voted on separately.

Personnel Rule XXIV(J)(5) – Insubordination

Following discussion, Ms. Dolsay moved, seconded by Mr. Dekle and carried unanimously, that the Board does not find that the Appellant committed insubordination.

Personnel Rule XXIV(J)(8) – Leaving Work Station Without Authorization

Following discussion, Mr. Walker moved, seconded by Mr. Dates and carried unanimously, that the Appointing Authority did prove that the Appellant left the work station without authorization.

Personnel Rule XXIV(J)(9) – Absence Without Authorized Leave

Ms. Vecchioli moved, seconded by Ms. Dolsay, that the Appointing Authority did prove that the Appellant committed the offense of absence without authorized leave; whereupon, following discussion and upon call for the vote, the motion carried by a vote of 4 to 3, with Messrs. Dates, Dekle, and Schulz dissenting.

Personnel Rule XXIV(J)(10) – Intentional Falsification of Records

Following discussion, Mr. Dekle moved, seconded by Ms. Vecchioli, that the burden has not been met with regard to the intentional falsification of records. Upon call for the vote, the motion carried 5 to 2, with Messrs. Dates and Walker dissenting.

Personnel Rule XXIV(J)(14) – Unauthorized Use of County Equipment or Property

Following discussion, Mr. Walker moved, seconded by Mr. Dekle and carried unanimously, that the Appointing Authority did prove that the Appellant committed the offense of unauthorized use of County equipment or property.

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At this time, 10:35 P.M., Ms. Dolsay left the meeting.

* * * *

Personnel Rule XXIV(J)(16) – Willful Violation of Written Rules, Regulation Policies or Statutes

Following discussion, Mr. Dekle moved that the Appointing Authority did not meet the burden of proof with regard to the willful violation of written rules, regulation policies, or statutes, and the motion died for lack of a second; whereupon, Mr. Walker moved that the Appointing Authority did meet the burden of proof, and the motion died for lack of a second.

* * * *

At this time, 10:38 P.M., Ms. Dolsay returned to the meeting.

* * * *

Mr. Dekle then moved, seconded by Mr. Schulz, that the Appointing Authority did not prove that the Appellant committed the offense of willful violation of written rules, regulation policies, or statutes. Following discussion and upon call for the vote, the motion failed 2 to 5, with Messrs. Schultz and Dekle casting affirmative votes; whereupon, Chair Davis noted that a new motion is needed.

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Thereupon, Mr. Walker moved, seconded by Ms. Vecchioli, that the Appointing Authority did prove willful violation of written rules, policies, or statutes, and upon call for the vote, the motion carried 5 to 2, with Messrs. Dekle and Schulz dissenting.

Personnel Rule XXIV(J)(36) – Intentionally Falsified a Time Record or Made a False Claim for Leave or Failed to Report Absence from Duty to Supervisors

Following discussion and after clarification provided by Attorney Brody regarding the requirement for an affirmative finding, Ms. Vecchioli moved, seconded by Mr. Walker and carried unanimously, that the Appointing Authority met the burden of proof, noting that the Appellant failed to report an absence from duty to his supervisors.

Chair Davis indicated that the second issue to be determined by the Board is whether cause existed for the disciplinary action in that the above-mentioned activities violated Personnel Rule XXIV, Paragraph J, Items 8, 9, 14, 16, and 36; whereupon, Mr. Walker moved, seconded by Ms. Vecchioli and carried unanimously, that the Board does find that the Appellant violated the Personnel Rules, as specified.

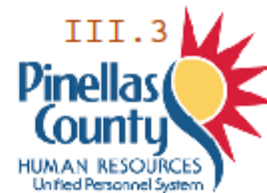
Chair Davis indicated that the third and final issue to be resolved is whether the disciplinary action taken by the Appointing Authority was appropriate. Discussion ensued, and Attorney Brody clarified that the previous Personnel Rules govern the proceedings; and that the Board has the option of remanding the matter back to the Appointing Authority to recommend alternative action.

Mr. Walker moved, seconded by Ms. Vecchioli, that the Board does find that the disciplinary action pertaining to Personnel Rule XXIV, Paragraph J, Items 8, 9, 14, 16, and 36 was appropriate. Following further discussion and upon call for the vote, the motion carried 5 to 2, with Messrs. Dekle and Schulz dissenting.

ADJOURNMENT

The meeting was adjourned at 10:45 P.M.

Chair



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 January 24, 2016 through February 20, 2016.

ADDITION

<u>SPEC NO.</u>	<u>TITLE</u>	<u>EEO4 CODE</u>	<u>OT CODE</u>	<u>PG</u>
14672	Information Technology Technician	Professionals	Exempt	P4

PAY GRADE CHANGES

<u>SPEC NO.</u>	<u>PRESENT CLASSIFICATION</u>	<u>PRESENT PAY GRADE</u>	<u>RECOMMENDED PAY GRADE</u>
15090	Asst Dir, Convention & Visitor Bureau	SM3b	SM2b
01568	Director, Strategic Plng & Initiatives	E4	E3

REVISIONS

<u>SPEC NO.</u>	<u>TITLE</u>	<u>PG</u>
20054	Animal Services Field Manager	SM7
16835	Engineering Support Services Supervisor	SM4b
16836	Engineering Support Services Supervisor-PE	SM4a
14678	Information Tech Analyst, Sr	P1
20723	PAO Appraiser 1	CL15
20725	PAO Appraiser 2	CL16
20727	PAO Appraiser 3	CL18
20729	PAO Appraiser 4	CL19

DELETION

<u>SPEC NO.</u>	<u>TITLE</u>	<u>PG</u>
14648	Database Administrator	CL20

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Human Resources Director

Action Taken Under Authority Delegated by the Unified Personnel Board

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ESTABLISHING CAREER LADDER

Information Technology Technician	P4	Information Technology Specialist	P3
Information Technology Specialist	P3	Information Technology Analyst	P2
Information Technology Analyst	P2	Information Technology Analyst, Senior	P1

Clearwater, Florida, March 21, 2016

The Unified Personnel Board (UPB) met in workshop session at 5:00 P.M. on this date in the Clerk's Fourth Floor Conference Room, 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; William A. Schulz II (late arrival); Joan M. Vecchioli; and Ron Walker.

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

AGENDA

PLEDGE OF ALLEGIANCE

Human Resources

I. Workshop

1. Human Resources Director Interview Process

CALL TO ORDER

Chair Davis called the meeting to order at 5:00 P.M.; whereupon, he led the Pledge of Allegiance.

MEETING OVERVIEW

Mr. Blasewitz provided an overview of materials previously provided electronically, including copies of the recruitment brochure, candidate résumés and questionnaire responses, relating that the consultant has provided a binder containing hard copies for the use of the members; that additional information has been provided for tonight's meeting, including candidate reference checks; and that the consultant would be available at the meeting Wednesday night to answer questions.

Referring to the binder, Chair Davis reviewed the various documents and discussed the interview schedule and information regarding lawful and unlawful questions of the candidates; whereupon, he stated that the first interview would begin at 5:00 P.M. tomorrow night.

Attorney Wallace provided a handout detailing lawful and unlawful inquiries per the Federal Guidelines, a copy of which has been filed and made a part of the record, and reminded the members not to ask questions in the areas of gender identity or expression and sexual orientation,

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noting that those subjects are protected classes. During discussion, she advised the members not to email or talk with each other about the interviews in order to comply with the Sunshine Law.

In response to queries by Ms. Vecchioli, Mr. Blasewitz related that the document showing “anonymous attributes” to look for in the candidates was provided electronically by the Human Resources (HR) Department and is not included in the binder. Attorney Wallace confirmed that notes taken during the interview process are subject to public record, and cautioned the members to be mindful of what they put in writing; whereupon, a short video regarding lawful and unlawful interview questions for candidates was played.

Mr. Blasewitz indicated that prior to the meeting on Wednesday, the three finalists would come in at different times and tour the HR Department and the downtown campus. During discussion, Ms. Vecchioli suggested that for fairness and consistency, a break be taken between each interview, and Mr. Blasewitz related that an assortment of wraps and sandwiches will be provided for the members.

Following discussion, Chairman Davis summarized that the Board had determined that each member would have ten minutes and would ask each candidate the same questions; and that the maximum time to be spent with each candidate would be 90 minutes, with a ten-minute break between each applicant, and no objections were noted.

BOARD DISCUSSION OF INTERVIEW QUESTIONS

Chairman Davis indicated that he will attempt to give each member around ten minutes to question the candidates, but that follow-up questions and the length of the answers would dictate the time allowed, noting that he and probably other members would have questions that are not on the list; whereupon, he asked members to be considerate of each other.

Following discussion and referring to the list of sample questions provided by the consultant, which has been filed and made a part of the record, Mr. Blasewitz reviewed the questions and topics each member had chosen or been assigned, noting that each candidate would be asked the same questions for consistency.

Mr. Dates

10. What type of challenges have you faced with recruitment in your current organization, and what did you do to address them?

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Question to be composed pertaining to managing and recruiting a diverse workforce.

Question to be composed pertaining to a candidate's ability to stand up to pressure from the organization or have a "backbone."

Mr. Dekle

17. Tell us about your philosophy regarding the Human Resources Department and customer service. Do you believe that the primary role of the Human Resources Director is to serve employees or management? How do you address this potential conflict?

Question to be composed pertaining to promoting teamwork across an entire organization versus promoting teamwork within a department.

Ms. Dolsay

20. Managing rising health benefit costs and liabilities has been a hot topic lately. In your previous jobs, what have you done to manage these? What impact do you foresee the continuing implementation of the Affordable Care Act having on Pinellas County?

Question to be composed pertaining to metrics the candidate has used to measure the effectiveness of their current HR rules, and to what advantage.

Question to be composed pertaining to the candidate's approach to labor and employee relations.

Mr. Schulz

15. How do you ensure that policies are being implemented consistently across departmental lines?
21. What is your philosophy toward establishing a compensation and rewards system for employees? Assuming a continued limitation on new revenue available for increasing compensation, please elaborate on your approach in dealing with this constraint. In these cases, what kind of approach do you think works best and why?

Ms. Vecchioli

5. If you leave your job, what would your colleagues describe as your legacy for the organization? How would you describe your legacy?
16. How would you describe your management style? How would your employees describe it? How would your immediate supervisor describe it?
19. Many Human Resources functions require good interpersonal skills; however, employee salary, benefits, and budget preparation functions require highly technical “number-crunching” skills. Describe your experience and abilities in understanding and managing these technical skills.

Mr. Walker

6. Describe the rate of turnover in your current or most current organization. What has caused the majority of that turnover and how have you attempted to remedy the causes/contributing factors to that turnover?
7. Tell us about your experience in joining a new organization and establishing your presence. How have you been able to learn the culture? What will be your strategy to establish your personal style within the County’s leadership team and the Pinellas County organization as a whole?

Chairman Davis

9. How does the Human Resources Director advocate for employees while maintaining his/her allegiance to the organization, the County Commission and County Administrator, the Appointing Authorities, and the County’s Personnel Board?
24. What questions do you have for us?
25. What additional information would you like to provide that we might not have covered, thus far, in this interview? Are there any major points about your background that you would like to emphasize?

Following discussion by the members regarding salary negotiation, Ms. Vecchioli moved, seconded by Mr. Dates, that the Board delegate authority to Chair Davis and Mr. Blasewitz to

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bring forth an appropriate salary point for the candidate selected to be negotiated and brought back before the Board for final approval.

Following discussion and upon call for the vote, the motion carried 6 to 1, with Mr. Dekle casting the dissenting vote.

In response to query by Mr. Schulz, Mr. Blasewitz discussed the composition and number of exempt HR staff, noting that once the HR director is hired, there will be one vacancy: a division director, which is a strategic position for special projects; and that it would be up to the successful candidate whether to bring in their own exempt staff members.

ADJOURNMENT

The meeting was adjourned at 7:04 P.M.

Chair

Clearwater, Florida, March 23, 2016

The Unified Personnel Board (UPB) met in special session at 5:01 P.M. on this date in the Clerk's Fourth Floor Conference Room, 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 (late arrival); William A. Schulz II; Joan M. Vecchioli; and Ron Walker.

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

AGENDA

PLEDGE OF ALLEGIANCE

Human Resources

I. Human Resources Director Interviews

CALL TO ORDER

Chair Davis called the meeting to order at 5:01 P.M.; whereupon, he led the Pledge of Allegiance.

INTERVIEW OF CANDIDATE GARY O'BANNON

The interview began at 5:05 P.M. Chair Davis welcomed Mr. O'Bannon on behalf of the Board and provided information regarding the interview process; whereupon, Mr. O'Bannon thanked the members for the opportunity to meet with them.

Proceeding with the interview, the members took turns asking questions of the candidate, including questions from the predetermined list, and the candidate responded accordingly.

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At this time, 5:10 P.M., Ms. Dolsay entered the meeting.

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Chair Davis inquired whether Mr. O'Bannon had any questions for the Board, and discussion ensued.

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The interview with Mr. O'Bannon was concluded at 6:20 P.M.

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At this time, 6:20 P.M., the meeting was recessed and reconvened at 6:47 P.M., with all members in attendance.

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INTERVIEW OF CANDIDATE HOLLY SCHOENHERR

The interview began at 6:47 P.M. Chair Davis welcomed Ms. Schoenherr on behalf of the Board and provided information regarding the interview process; whereupon, Ms. Schoenherr thanked the members for the opportunity to meet with them.

Proceeding with the interview, the members took turns asking questions of the candidate, including questions from the predetermined list, and the candidate responded accordingly.

Chair Davis inquired whether Ms. Schoenherr had any questions for the Board, and discussion ensued.

The interview with Ms. Schoenherr was concluded at 7:45 P.M.

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At this time, 7:45 P.M., the meeting was recessed and reconvened at 8:00 P.M., with all members in attendance.

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INTERVIEW OF CANDIDATE BROOKE STEARNS

The interview began at 8:00 P.M. Chair Davis welcomed Ms. Stearns on behalf of the Board and provided information regarding the interview process; whereupon, Ms. Stearns thanked the members for the opportunity to meet with them.

Proceeding with the interview, the members took turns asking questions of the candidate, including questions from the predetermined list, and the candidate responded accordingly.

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Chair Davis inquired whether Ms. Stearns had any questions for the Board, and discussion ensued.

The interview with Ms. Schoenherr was concluded at 8:53 P.M.

DISCUSSION REGARDING SELECTION OF PREFERRED CANDIDATE

Chair Davis related that the members have three options regarding how to proceed; and that they can select the preferred candidate at this meeting, at a special meeting prior to the next regular meeting, or at the next regular meeting; whereupon, Mr. Dates requested that the members be polled, stating that if they are in agreement regarding the preferred candidate, a subsequent meeting will be unnecessary, and discussion ensued with no consensus achieved.

Thereupon, Chair Davis indicated that selection of the preferred candidate would take place at the April 7 UPB meeting, and no objections were noted.

ADJOURNMENT

The meeting was adjourned at 9:17 P.M.

Chair



On-site Clinic Feasibility Study for 2013 RFP and 2014 Implementation (Executive Summary)

Executive Summary - ROI Potential

Details on slides 8-12

- Buck anticipates that in year 1 the Pinellas County clinic will experience a near break even ROI of .74:1. This is consistent with the initial investment required including build out and implementation costs.
- Because of the anticipated uptick in the utilization of clinic services by 10% year over year and the projected savings from this utilization; the ROI is anticipated to reach 1.66:1 in year 2 and 2.82 in year 3.
- Operating costs include the following:
 - A 10% annual inflation
 - Competitive pricing for biometrics screenings based on historic high utilization
 - A staff model for a 60 hour clinic that includes 1 MD, 1 Nurse Practitioner, 1 RN, and 1 medical assistant which is consistent with the suggested services and number of members residing in close proximity to Central Clearwater
 - A survey of what clinic vendors estimate the operating cost of this model to be
- Savings do not include the following and are therefore modestly estimated:
 - Copays (perhaps for non-covered UHC members)
 - Occupational Health services
 - Indirect savings such as productivity

Per the American Journal of Preventive Medicine: Employers can see a return of \$3 to \$6 for each dollar spent over 2-5 years on workplace health promotion strategies such as on-site clinics. Buck has indeed seen modest ROIs of 3:1.

Executive Summary

Recommendations

#	Recommendations	Why
1	Partner with a third party to implement an on-site/near site clinic for the Pinellas County Government population.	<ul style="list-style-type: none"> • ROI: After the initial first year investment, and an increase in adoption; the clinic is expected to achieve a positive ROI in year 2 (slide 14) . • Indirect savings associated with productivity, convenience and compliance (slides 16-18). • 1,685 employees live within 30 minutes of Central Clearwater (slide 28). • The third party model means considerably less liability for the employer (slides 45-46).
2	Provide convenient age-appropriate screening services to help with early detection of costly conditions.	<ul style="list-style-type: none"> • To prevent costs from exploding for the percentage of individuals who are not incurring claims (slide 23). • To play a key role in early detection and/or referring people into the care/treatment system quickly and to the right providers (i.e. oncologists and cancer centers of excellence).

Executive Summary

Recommendations

#	Recommendations	Why
3	<p>Staff the clinic with 1 full time MD and 1 RNP or PA to cover after normal business hours, for the following services :</p> <ul style="list-style-type: none"> • Primary care • Acute care • Wellness Services • Pharmacy (phase in with dispensing machines) • Occupational Health 	<ul style="list-style-type: none"> • An MD on staff is appropriate for groups of 2,000 or more. • Adoption rates for these particular services are expected to be higher than others. • Savings projections included primary care, ER, and wellness (slides 11-13) • Employees and covered spouses will exceed the projected 1,750 members needed to consider pharmacy services . • Occupational Health: Some OH services can be offered at the clinic, whatever is most convenient, as long as the clinic providers have the expertise to execute the services (slide 16). It is desirable to have a Board Certified Occupational + Environmental Medicine clinician on staff.
4	<p>Allow employees and covered spouses to be eligible for the on-site clinic and expand to children over age 2 once established. Consider this during initial build out.</p>	<ul style="list-style-type: none"> • Spouses contributed \$3.8 million towards office visit claims or 25% of Office visits • Children ages 1-19 years of age contributed \$887k towards office visit claims

Executive Summary

Recommendations

#	Recommendations	Why
5	Consider scheduling on-site time each month/quarter for specialists with follow-up provided by the clinic.	To help control costs and improve quality and access to care (slide 21).
6	Establish convenient access for patients with high lipids, high blood pressure and diabetes . For example: regular standing appointments for blood sugar or blood pressure tests and disease management appointments.	<ul style="list-style-type: none"> To manage and/or monitor conditions (slide 22). To integrate with care management programs.
7	Consider the following optional services and survey potential third party partners to determine their capabilities in providing the following: <ul style="list-style-type: none"> Blood and specimen collection for lab pickup Audiology Radiology Physical Therapy including Ergonomic Assessments 	<ul style="list-style-type: none"> Convenience - some services are portable. Potential to negotiate discounts with local providers for added savings (slide 21)
8	Administer some IV chemotherapy. Also consider allergy injections (slide 24)	Collect IV therapy admin fees.

Executive Summary

Recommendations

#	Recommendations	Why
9	Make the clinic a network provider.	Optimal use of primary care visits can yield fewer admits and lower inpatient costs.
10	<p>Waive copays for UHC covered employees/spouses to visit the clinic and charge a copay for noncovered UHC employees .</p> <p><i>Consult with internal legal counsel to ensure clinic is in compliance with state and federal regulations.</i></p>	<ul style="list-style-type: none"> • Drive members to the clinic with this incentive in order to increase savings. • To support the culture of health for everyone....If 28% (this could increase by 10% each year) of the 218 opt outs visited the clinic annually and paid a \$20 copay, that would result in additional revenue of \$1,220 in year one.
11	Set up a narrow network of referral providers.	To provide ease of accessibility, consistency and efficiency for patients who have been newly diagnosed.

Background

- Pinellas County is exploring the potential of offering an on-site clinic to its workforce
- Developing a successful worksite clinic program to meet the needs of an individual population involves understanding multiple factors:
 - The current health care environment and utilization
 - Population demographics
 - Current and projected costs
 - Chronic disease prevalence
 - Employee/employer relationships
- Buck Consultants conducted a data analysis for the purpose of identifying the medical appropriateness (by procedure, diagnosis, timing and setting) for potential clinic services and to determine the cost effectiveness of an on-site clinic for Pinellas County

Assumptions

- The health center could provide the following services for the County's 5,927 employees and their spouses enrolled in the Pinellas County health plan:
 - Primary care
 - Acute care
 - Wellness services
 - Pharmacy
 - Occupational health
- Other potential services may include:
 - Lab
 - Audiology
 - Radiology
 - Chemotherapy
 - Physical therapy
 - Specialist visits
- We assumed that there would also be a financial incentive for a member to utilize the on-site clinic such as lowering or waiving office visit copays compared to using community providers
- We projected a gradual increase in utilization over a 3-year period as employees become familiar with the clinic and the health care providers (adoption rates are increased by 10% per year for each category of expected likelihood ("low, moderate or high") for members to seek various services at the clinic)
- We anticipated a gradual increase in operating hours each year with a staff of 1 – 1.5 full time practitioners on site
- We also projected a 10% healthcare cost inflation year over year

Year 1 Projections

For year 1, following the opening of an on-site facility, our analysis projects gross savings of \$1.6 million* from avoided costs in the plan with approximately 12,685 services sought during the year or an average of 244 encounters per week.

Services	Total # of Services	Medical Plan Paid	Average cost per visit	Estimated % of Services at clinic	Estimated Onsite clinic utilization	Estimated Amount Saved	Estimated # of services per week
Office Visits	33,718	\$4,476,178.00	\$132.75	28%	9,441	\$1,253,292.70	182
Preventive Care	2390	\$260,601.00	\$109.03	20%	478	\$52,116.34	9
ER	1075	\$755,065.00	\$702.38	30%	322	\$226,166.36	6
Immunizations	6111	\$208,692.00	\$34.15	40%	2,444	\$83,462.60	47
Total	43294	\$5,700,536.00	\$131.67		12,685	\$1,615,038.00	244

- Note: These are gross savings before attributing any cost to the set up, staff salaries or operation of the clinic.*

We have also not included any potential revenue generated in the clinic by collecting a copay or fee for each visit or service provided: For example, a \$10 OV copay in year 1 could generate ~ \$126,850 in revenue for the clinic

Year 2 Projections

For year 2, our analysis projects gross savings of about \$2.4 million* with approximately 17,867 services sought during the year or 343 encounters per week.

Services	Total # of Services	Medical Plan Paid	Average cost per visit	Estimated % of Services at clinic	Estimated Onsite clinic utilization	Estimated Amount Saved	Estimated # of services per week
Office Visits	35,404	\$4,923,795.80	\$139.07	38%	13,454	\$1,871,047.70	259
Preventive Care	2510	\$286,661.10	\$114.21	30%	753	\$86,000.13	14
ER	1129	\$830,571.50	\$735.67	40%	452	\$332,522.84	8.7
Immunizations	6416	\$229,561.20	\$35.78	50%	3,208	\$114,782.24	61.7
Total	45,459	\$6,270,589.60	\$137.94		17,867	\$2,404,352.91	343.4

Assumption of 10% healthcare cost inflation over Year 1

** Note: These are gross savings before attributing any cost to the set up, staff salaries or operation of the clinic.*

Year 3 and Beyond Projections

For years 3 and beyond (“steady state”), our analysis projects gross savings of about \$3.3 million* with approximately 23,533 services sought during the year or 452 encounters per week.

Services	Total # of Services	Medical Plan Paid	Average cost per visit	Estimated % of Services at clinic	Estimated Onsite clinic utilization	Estimated Amount Saved	Estimated # of services per week
Office Visits	37,174	\$5,416,175.30	\$145.69	48%	17,844	\$2,599,692.30	343
Preventive Care	2636	\$315,327.21	\$119.62	40%	1054	\$126,079.48	20.3
ER	1185	\$913,628.65	\$770.99	50%	593	\$457,197.07	11.4
Immunizations	6737	\$252,517.32	\$37.48	60%	4,042	\$151,497.16	77.7
Total	47,732	\$6,897,648.48	\$144.51		23,533	\$3,334,466.01	452.4

Assumption of 10% healthcare cost inflation over Year 2

** Note: These are gross savings before attributing any cost to the set up, staff salaries or operation of the clinic.*

Estimated Costs vs. Estimated Savings

Year 1

Implementation Costs	\$113,000	
Operating Costs	\$736,000	
Biometrics – estimated \$25pp	\$75,000	
Gross Savings		\$1,615,038
Net Savings (ROI)		\$691,038 (.74:1)

Year 2

Operating Costs - 4% annual increase	\$765,440	
Biometrics - estimated \$25pp	\$75,000	
Gross Savings		\$2,404,352
Net Savings (ROI)		\$1,563,912 (1.66:1)

Year 3

Operating Costs - 4% annual increase	\$796,057	
Biometrics – estimated \$25pp	\$75,000	
Gross Savings		\$3,334,466
Net Savings (ROI)		\$2,463,409 (2.82:1)

~ Operating Costs for 1MD, 1 NP, 1RN, and 1MA for a 60 hour clinic.

Potential Savings - Occupational Health

Services	Total number	Paid amount	Estimated per cent at clinic	Estimated amount saved	Estimated number of services per week	Total number estimated or actual; with remarks
Expanded Exam (Incl Fitness For Duty)	10	\$ 100	100%	\$ 1,000	0.19	Estimated
Divers Exam	4	\$ 140	100%	\$ 560	0.08	Estimated
Pre Employment Exam	94	\$ 75	100%	\$ 7,050	1.81	Actual
Independent Medical Evaluation	4	\$1,000	100%	\$ 4,000	0.08	Estimated
Hearing Test	25	\$ 20	100%	\$ 500	0.48	Estimated
Urine Drug Test	112	\$ 27.5	100%	\$ 3,080	2.15	Actual
Random UDT	193	\$ 20	100%	\$ 3,860	3.71	Actual. Contract requests available in North, Mid, South County; without delay; after-hours
Alcohol Breath Test	39	\$ 25	100%	\$ 975	0.75	Actual. Contract requests available in North, Mid, South County; without delay; after-hours
Blood Test Pesticide Exposure	10	\$ 60	100%	\$ 600	0.19	Estimated
Prescriptions Dispensed For WC	359	\$ 38	100%	\$ 13,642	6.90	Actual
Workers Compensation Office Visits	921	\$ 131	100%	\$ 120,651	17.71	Actual
Immunizations HEP B	24	\$ 40	100%	\$ 960	0.46	Estimated
Immunizations HEP A	12	\$ 35	100%	\$ 420	0.23	Estimated
Immunizations Tetanus	30	\$ 25	100%	\$ 750	0.58	Estimated

Indirect Savings

- Greater staff productivity and reduced absenteeism
- Contributes to an overall healthier employee base
- Convenient, quality care
- Employees benefit from the flexibility of making and attending appointments during business hours and maintain focus on work activities while addressing their health and wellness needs
- Travel time is minimized and the need to take extra time off work is reduced
- Reduced employee out of pocket costs
- Decreased use of higher cost and more time consuming care settings (i.e., emergency rooms and urgent care centers)
- Improved recruiting and retention tool
- Employees tend to build a trusted relationship with the providers
- Increased utilization of health promotion programs, screenings and preventive services through enhancements such as:
 - Coordinating and complimenting any existing care management programs
 - Introducing new programs
 - Emphasizing health education, self-care and treatment compliance

The Reasons Are Varied

High Touch and Compliance

- Medical providers spend on average of 7 minutes with patients during routine office visits.
- The current health care system incents providers to take care of the sick rather than focus on prevention.
- More than 90 million Americans presently live with chronic illness.
- Patient non-compliance with physician recommended and prescribed treatment is approaching 50%.

Comprehensive Clinics Provide Care for Routine Health Needs and Occupational Health Issues

- Clinics are set up to provide the full range of primary, acute, chronic, pharmacy and work-related care.
- The benefits that accrue are spread over several areas: group health, workers' compensation, occupational health (like pre-employment screens, drug screens, DOT exams).
- Retention and recruitment (because an on-site clinic is seen as a HUGE benefit)
- Productivity (i.e., absenteeism and presenteeism).

The Reasons Are Varied

Convenience

- Employees can get care at work, significantly reducing the lost work time required to seek care off-campus.
- Clinics also can offer extended hours, which means that families can get care conveniently as well, once they are included.
- Per the *March 2008 report by the National Association of Community Health Centers and the American Academy of Family Physicians*; 20% of Americans have inadequate or no access to PCPs. Florida, Texas and California are the hardest hit.

Trading Higher Network Care Costs for Lower Costs inside the Clinic

- Well-configured clinics can save money by providing equal or better services at much lower cost than the network.
 - primary and urgent care visits
 - medications
 - laboratory tests
- To produce an acceptable ROI, it is recommended that a minimum of 750 – 1,000 covered lives be in close proximity to the clinic.
- In order to drive the population to the clinic, some employers offer incentives in the form of reduced or waived copayments/deductibles.

Suggested Services

Service	Details
Primary Care: <ul style="list-style-type: none"> • Appropriate for >1,000 people 	<p>Pinellas County Specifics:</p> <ul style="list-style-type: none"> • For year 1, our analysis projects gross savings of \$1.2 million from avoided office visit costs in the plan with approximately 9,441 services sought during the year or an average of 182 encounters per week.
Acute Episodic Care: <ul style="list-style-type: none"> • Appropriate for 300-1,000 people 	<p>Pinellas County Specifics:</p> <ul style="list-style-type: none"> • For year 1, our analysis projects gross savings of \$226k from avoided ER costs in the plan with approximately 322 services sought during the year or an average of 6 encounters per week.
Wellness: <ul style="list-style-type: none"> • Biometric screenings • Health Assessment (Consider requiring for clinic access) • Wellness, Health Education • Flu Shots and Immunizations 	<p>Pinellas County Specifics:</p> <ul style="list-style-type: none"> • For year 1, our analysis projects gross savings of \$83k from avoided immunization costs in the plan with approximately 2,444 services sought during the year or an average of 47 encounters per week. • For year 1, our analysis projects gross savings of \$52k from avoided preventive costs in the plan with approximately 478 services sought during the year or an average of 9 encounters per week.

Suggested Services

Service	Details
Pharmacy <ul style="list-style-type: none"> Appropriate for >1,000 people 	<ul style="list-style-type: none"> Client may be able to select meds based on claims experience and fill gaps Consider a phased in approach <ol style="list-style-type: none"> Start with dispensing machines Concierge or delivery services leveraging PBM's retail network Multidimensional contracted services model with local pharmacies Full service on-site pharmacy <p><i>Florida state law does NOT dictate that a work site clinic has to dispense Rx to the general public.</i></p>
Occupational Health: <ul style="list-style-type: none"> Appropriate for 300-1,000 people 	<p>Pinellas County Specifics:</p> <ul style="list-style-type: none"> ~100 fitness tests/year; ~ 12 Fitness for duty exams/year: Conducted both by HR and by Risk Management under the workers compensation (WC) program; a functional capacity evaluation is generally performed for employees who need work restrictions; ~400 directed to follow up care/year under WC Modified duty/return to work program; geared toward WC and every department is required to provide light duty to employees who are injured on the job and are given work restrictions. If departments have questions about restrictions and if an employee can perform a specific job function they will call Risk Management for input. ~75% have work restrictions Vision screening and drug and alcohol testing preformed through HR. 10 standalone 8 panel drug screens, most or all of which were for reasonable suspicion testing or for random follow up tests for someone who had tested positive, were performed in a year 34 months of WC data = 359 Rx dispensed that could be appropriately provided in the clinic; financial impact low at \$13k, but convenience factor high 12 months of WC data = 971 visits for total payments of \$117k 94 pre-employment physicals, including an 8 panel drug screen in one year

Optional Services

Service	Details
Lab	<ul style="list-style-type: none"> • Routine and as needed blood work/urinalysis as a part of biometric screenings, physicals or acute illness with lab pickup. • Potential to negotiate discounts with local lab provider for added savings.
Audiology	<p>Because audiologists are portable and most testing is diagnostic in nature consider providing this service on a monthly or quarterly basis.</p> <p>Pinellas County Specifics:</p> <ul style="list-style-type: none"> • Historical claims data averaged ~800 procedures/year and a total of \$25k net paid.
Radiology	<p>Pinellas County Specifics:</p> <ul style="list-style-type: none"> • ~ 200 injured workers have an x-ray performed/year on-site if recommended by the physician and equipment is available otherwise the injured worker is directed to an ancillary community provider. • Historical claims data analysis of simple x-rays revealed the following: <ul style="list-style-type: none"> • ~1,400 CXR/year • ~ 2,500 extremities x-rays/year • 32 portable x-ray procedures/year • With over 2,600 mammograms conducted/year, consider providing mobile mammography in conjunction with the clinic at set times of the year.

Unlikely Services

Future Service	Details
Ophthalmology	Because ophthalmology equipment is constantly evolving and very expensive, this service may be difficult to provide on-site.
Occupational Therapy	Pinellas County Specifics <ul style="list-style-type: none">Historical claims data averaged 45 visits/year and a total of < \$2k net paid.
Speech Therapy	Pinellas County Specifics <ul style="list-style-type: none">Historical claims data averaged 4 visits/year and a total of < \$2k net paid.
Specialized PT Services: <ul style="list-style-type: none">Aquatic TherapyWhirlpool Therapy	Although inexpensive to deliver, the low number of claimants doesn't justify the need for specialized equipment.

Models

Clinic Models

Model	Pros	Cons and Considerations
Own and operate the clinic	<ul style="list-style-type: none"> • Employer hires and manages staff • Employer purchases equipment and supplies • Employer establishes protocols 	<ul style="list-style-type: none"> • Requires very specific expertise and a vast amount of resources • Employer accepts liability for medical malpractice and any violations of HIPAA • Perception of 'company doctor' only trying to get employee back to work
Consider a "shared" model with a nearby employer with one company being the lead	<ul style="list-style-type: none"> • One employer sponsors clinic but other employer partners can utilize the clinic and are billed in the background for services. • Vendor handles billing and all legal matters (City of Tampa and City of Clearwater both utilize CareATC) 	<ul style="list-style-type: none"> • Consider the cons of partnering with a healthcare system should they cease the network relationship with the carrier
Affiliate clinic with local area health systems	<ul style="list-style-type: none"> • Access to group purchasing • Can deliver the necessary staffing, data services, ancillary programming, knows the appropriate specialists, and has a management team that is used to handling these factors of production. • Can provide support services (staff pools, maintenance, after hours, programming, radiology, lab) 	<ul style="list-style-type: none"> • What if the health system leaves the network? • Not focused on the specific unique needs of the employer; focused on survival and on the needs of the community in which it exists. • A provider of commodity goods – not boutique services. • May conceive the clinic as being part of "their" larger program. • Can it be inclusive of 'other' health care providers outside of their own?

Staffing

- Nurses
- Nurse Practitioners
 - State practices and laws vary regarding the flexibility of non-physician medical practitioners to prescribe drugs and practice medicine. Specific to this, there are no Florida laws found in the scope of practice legislative database. <http://www.ncsl.org/issues-research/health/scope-of-practice-legislation.aspx>
- Physicians: Appropriate for groups of 2,000-3,000
- Pharmacists
- Other allied health care professionals
 - Therapists
 - Phlebotomists
 - Receptionists
 - Medical Assistant
 - Chiropractor

Business case support

Savings Research

- *The overall evidence to date indicates that a return on investment (ROI) for an On-Site Clinic is realized within one to two years.*
 - Hewitt Associates LLC. Trends in HR and employee benefits: employers implement on-site health clinics to manage costs. August 2008.
- *In addition, various reports indicate that On-Site Clinics can save \$2 for every \$1 invested.*
 - WeCare TLC. Number two biggest expense targeted with WeCare implementation. December 2006.
- *Other data promise even higher savings of \$3 to \$6 for each dollar spent, depending on which direct and indirect savings is included.*
 - American College of Physicians. Big employers bring health care in-house. ACP Observer. January/February 2007.
- *2:1 – 3:1 average ROI after 2 years...Will place fees at risk for ROI if sound beliefs are met (including incentives)*
 - Cerner Corporation
- *Our on-site clinic enjoys 80% participation, 14,000 visits/year, lab and radiology at low contracted rates and \$1.2 million in avoided costs*
 - Mike Kushner, Polk County Government

Pinellas County Government

Onsite Health Center Savings Analysis

April 15, 2016

III.1.

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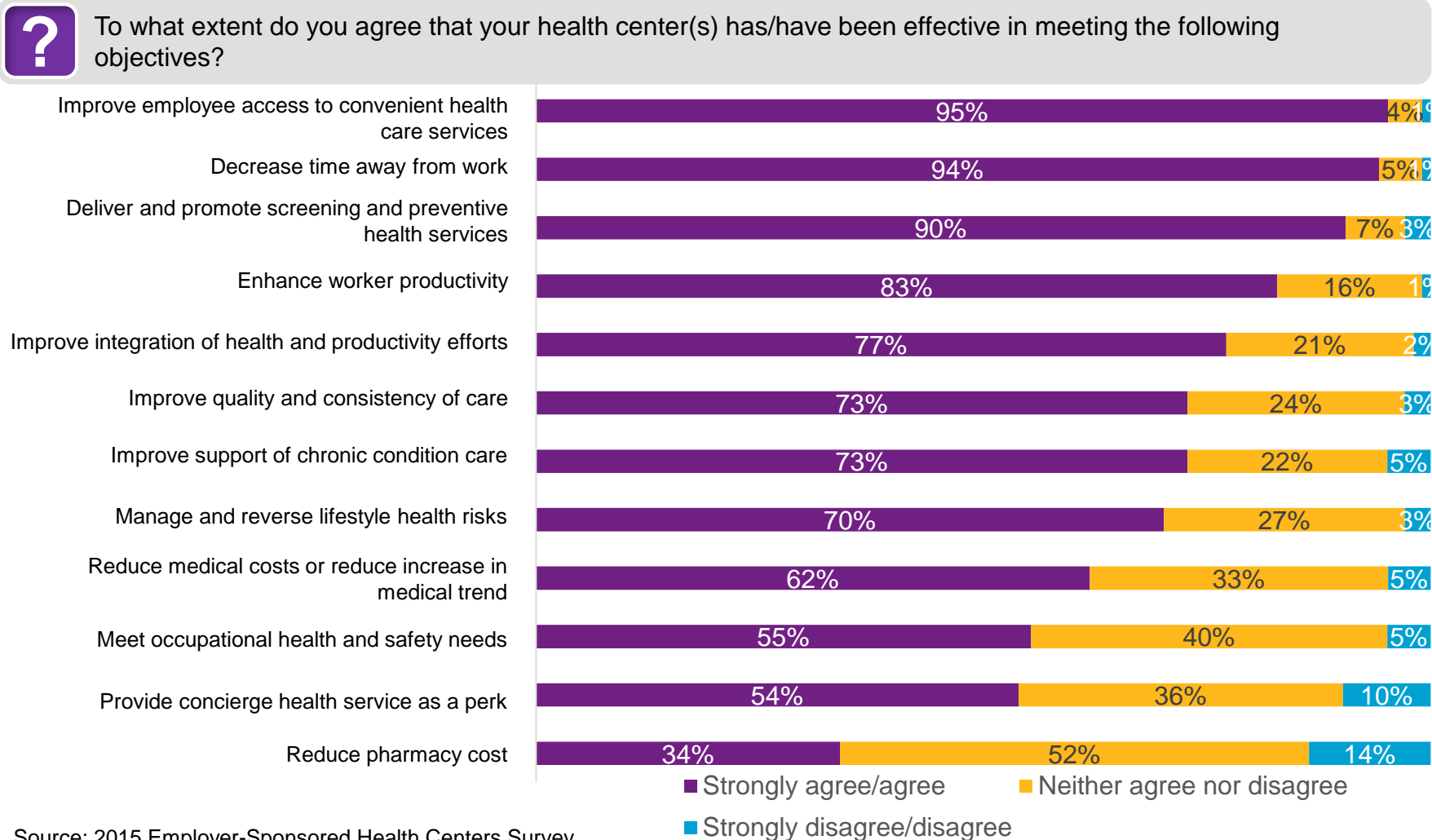
Health center goals

Below are commonly articulated benefits that employers seek to accomplish by implementing onsite health centers

Goals
▪ Improve access to and convenience of care
▪ Save money: moderate trend and lower total health benefit spend
▪ Reduce lost time and absences and improve productivity
▪ Manage worksite injuries and illnesses, and lower workers compensation costs
▪ Improve health outcomes: individually and in aggregate
▪ Promote wellness and the importance of screening and preventive services
▪ Drive greater engagement in health coaching and care management
▪ Reduce employee out-of-pocket spending on health care
▪ Boost employee retention, recruitment and morale
▪ Redirect care from expensive, suboptimal and inappropriate settings
▪ Serve as the primary care delivery setting for workers and dependents:
▪ Provide higher quality and consistency of care (than that received in the community)
▪ Enhance the employment value proposition

* Bullets in red are estimated in the feasibility modeling performed

Organizations rate health centers highly on convenience and decreasing time away from work



Source: 2015 Employer-Sponsored Health Centers Survey.



Conservative Utilization Scenario

BayCare/Premise Operating Expense and WTW Forecasted Utilization

	Start up	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries		(406,000)	(420,000)	(515,000)	(616,000)	(637,000)	(2,594,000)
Physical Space Costs		(63,000)	(63,000)	(63,000)	(63,000)	(63,000)	(315,000)
Overhead		(127,000)	(132,000)	(162,000)	(193,000)	(200,000)	(814,000)
Management Fee		(55,000)	(56,000)	(69,000)	(83,000)	(86,000)	(349,000)
Other Direct Costs		(279,000)	(329,000)	(388,000)	(443,000)	(458,000)	(1,897,000)
Net Operating Expenses		(930,000)	(1,000,000)	(1,197,000)	(1,398,000)	(1,444,000)	(5,969,000)
Revenue		2,000	4,000	6,000	7,000	8,000	27,000
Direct Costs Avoided		77,000	128,000	180,000	245,000	285,000	915,000
Additional Costs Avoided		139,000	233,000	333,000	457,000	535,000	1,697,000
Occupational Health		150,000	150,000	150,000	150,000	150,000	750,000
Workers Compensation		49,000	59,000	69,000	69,000	69,000	315,000
Productivity Savings		25,000	42,000	56,000	72,000	81,000	276,000
Total Costs Avoided		442,000	616,000	794,000	1,000,000	1,128,000	3,980,000
Net Operating Cost/Savings		(488,000)	(384,000)	(403,000)	(398,000)	(316,000)	(1,989,000)
Implementation Fees	(317,000)						(317,000)
Cumulative Savings	(317,000))	(805,000)	(1,189,000)	(1,592,000)	(1,990,000)	(2,306,000)	(4,295,000)
Yearly Operating ROI (excludes implementation fees)**		0.5	0.6	0.7	0.7	0.8	0.7
Five-Year Cumulative ROI (includes implementation fees)							0.6

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Target Utilization Scenario

BayCare/Premise Operating Expense and Forecasted Utilization

	Start up	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries		(406,000)	(420,000)	(515,000)	(616,000)	(637,000)	(2,594,000)
Physical Space Costs		(63,000)	(63,000)	(63,000)	(63,000)	(63,000)	(315,000)
Overhead		(127,000)	(132,000)	(162,000)	(193,000)	(200,000)	(814,000)
Management Fee		(55,000)	(56,000)	(69,000)	(83,000)	(86,000)	(349,000)
Other Direct Costs		(279,000)	(329,000)	(388,000)	(443,000)	(458,000)	(1,897,000)
Net Operating Expenses		(930,000)	(1,000,000)	(1,197,000)	(1,398,000)	(1,444,000)	(5,969,000)
Revenue		8,000	12,000	16,000	20,000	21,000	77,000
Direct Costs Avoided		224,000	348,000	464,000	601,000	668,000	2,305,000
Additional Costs Avoided		327,000	513,000	694,000	910,000	1,024,000	3,468,000
Occupational Health		150,000	150,000	150,000	150,000	150,000	750,000
Workers Compensation		49,000	59,000	69,000	69,000	69,000	315,000
Productivity Savings		71,000	115,000	144,000	177,000	190,000	697,000
Total Costs Avoided		829,000	1,197,000	1,537,000	1,927,000	2,122,000	7,612,000
Net Operating Cost/Savings		(101,000)	197,000	340,000	529,000	678,000	1,643,000
Implementation Fees	(317,000)						(317,000)
Cumulative Savings	(317,000)	(418,000)	(221,000)	119,000	648,000	1,326,000	2,969,000
Yearly Operating ROI (excludes implementation fees)**		0.9	1.2	1.3	1.4	1.5	1.3
Five-Year Cumulative ROI (includes implementation fees)							1.2

Caveats/Definitions/Assumptions

Variables	
Salaries	<ul style="list-style-type: none"> Salaries based on contracted fees as stated in the initial MSA with BayCare Employee Health Clinics and revised staffing for 1 MD, 1 COHN, 1 receptionist and 1 MA in year 1, with the addition of 1 NP and a 2nd MA beginning year 3 (through 5)
Physical space costs	<ul style="list-style-type: none"> Physical space costs are based on lease fees as stated in the lease agreement with Myrtle Executive Center, LLC
Management fee	<ul style="list-style-type: none"> Based on contracted fees as revised by BayCare Employee Health Clinics
Other direct costs	<ul style="list-style-type: none"> Other direct costs based on contracted fees as stated in the MSA with BayCare Employee Health Clinics and subsequently revised consisting of professional fees, supplies, facility, staffing expenses, marketing and recruitment, overhead, and service fees
Revenue	<ul style="list-style-type: none"> Non-HDHP member: \$0 office visit copay HDHP member (Fair Market Value): \$40 office visit coinsurance
Direct costs avoided	<ul style="list-style-type: none"> Costs avoided for primary care and physical therapy provided by the health center that would have otherwise been provided in the community
Additional costs avoided	<ul style="list-style-type: none"> The estimated reduction of Pinellas County's health plan costs as a result of reduced specialist visits, inpatient visits, ER visits and outpatient labs in the community. Also includes savings from improved chronic care management, lifestyle risk reduction and other improved health outcomes.
Occupational Health and Workers Comp	<ul style="list-style-type: none"> Guidance provided by Pinellas County Risk Management regarding estimated avoidable cost from the assumption of occupational health and Workers Compensation services by the planned County health center
Productivity savings	<ul style="list-style-type: none"> One and a half hours saved per onsite visit for employees utilizing onsite center Average annual salary of approximately \$45,000 for employees (Willis Towers Watson estimate)
Implementation fees	<ul style="list-style-type: none"> Based on implementation fee as stated in the MSA with and as revised by BayCare Employee Health Clinics, LLC
Health center visits	<ul style="list-style-type: none"> Assumed average PCP visit lasts 25 minutes and average PT visit lasts 40 minutes Visits do not include occupational Health and are conservative
Hours of operation	<ul style="list-style-type: none"> 40 hours per week

Health Center Medical Utilization Assumptions

- Projected health center utilization (based on population adoption and visit frequency) below varies for the conservative case and target case
- Health center utilization requires an effective communication campaign to generate awareness and promote use among Pinellas' members
- Utilization is expected to increase across employees and spouses as the onsite health program matures
- Assumptions for adoption rates differ but utilization frequency does not differ between employees and spouses

Conservative	Health Center Adoption					Average Visit Frequency and Range ¹
Onsite Health Center	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1 – 5
Enrolled Employees	20%	30%	35%	40%	40%	1.9 (1.5 – 2.2)
Enrolled Spouses	15%	15%	20%	25%	25%	1.9 (1.5 – 2.2)

Target	Health Center Adoption					Average Visit Frequency and Range ¹
Onsite Health Center	Year 1	Year 2	Year 3	Year 4	Year 5	Years 1 – 5
Enrolled Employees	20%	30%	35%	40%	40%	5.3 (4.9 – 5.7)
Enrolled Spouses	15%	15%	20%	25%	25%	5.3 (4.9 – 5.7)

¹Average annual visits with a health center provider per utilizing member

Data Used in Analysis

- To project utilization of the onsite health center and identify areas for potential savings, Willis Towers Watson reviewed the following data:
 - Pinellas's utilization and cost of community services, provided by UHC (Oct 2014 – Sept 2015 allowed amounts and utilization)
 - Some of the utilization data provided by UHC was not credible; therefore, parts of the analysis outlined later in the report is based on benchmarked data
 - Pinellas utilization, cost of community services and regional benchmarks collected from the MarketScan® Commercial Claims and Encounters Database¹

Data Component	Data Source	Description
Medical Utilization and Cost Data		
Pinellas Experience	UHC	<ul style="list-style-type: none">■ Utilization and cost data was reviewed for Pinellas's Florida population■ Data was provided for active employees and dependents
Book of Business Benchmarks	MarketScan	<ul style="list-style-type: none">■ Willis Towers Watson utilized regional MarketScan data to benchmark the location-specific utilization and cost data

¹The MarketScan database is a database provided by Truven Health Analytics that captures person-specific clinical utilization and other health care data across a selection of large employers, health plans, and government and public organizations. The database represents 12.7 million employee lives and is based on 2013 data. It is available by MSA.



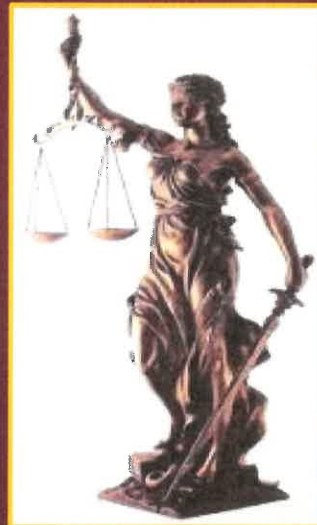
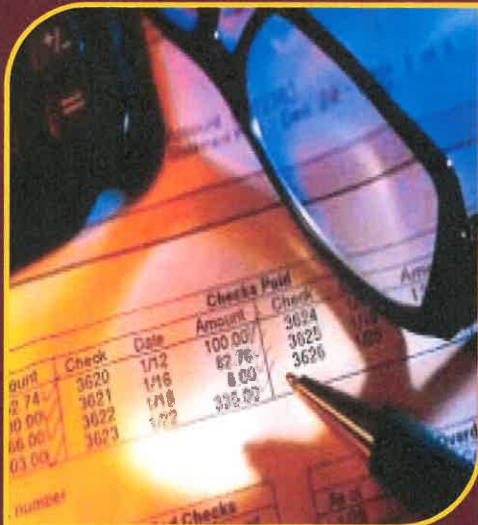
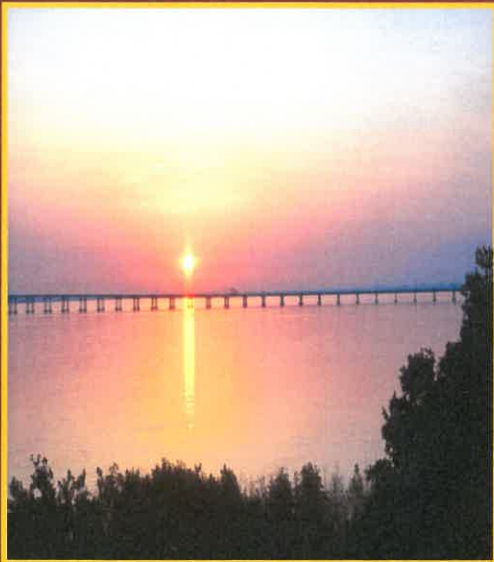
DIVISION OF INSPECTOR GENERAL

KEN BURKE, CPA

CLERK OF THE CIRCUIT COURT AND COMPTROLLER
PINELLAS COUNTY, FLORIDA

III.2.

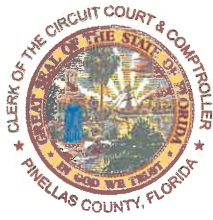
INVESTIGATION OF MISUSE OF COUNTY TIME AND EQUIPMENT



Hector Collazo Jr.
Inspector General/Chief Audit Executive

Investigation Team
Melissa Dondero, CPA, CIA, CIGA, CITP, CRMA – Inspector General Manager
Cassy Moreau, CAMS, CFE, CIGA – Inspector General Auditor I

JUNE 2, 2016
REPORT NO. 2016-10



Ken Burke, CPA

CLERK OF THE CIRCUIT COURT AND COMPTROLLER
PINELLAS COUNTY, FLORIDA

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June 2, 2016

David Blasewitz, Interim Director, Human Resources

The Division of Inspector General's Public Integrity Unit received allegations of Fraud, Waste, and Abuse. We have completed an investigation of the following allegation:

- Two Human Resources employees are conducting business for a nonprofit organization they founded and operate while at work on County time using County equipment.
Substantiated.

To determine whether the allegation was substantiated, we reviewed policies, procedures, and appropriate records. During our investigation, it came to our attention that both Respondents are no longer employed with the County. Our investigation was performed according to the *Principles and Standards for Offices of Inspector General* and *The Florida Inspectors General Standards Manual* from the Commission for Florida Law Enforcement Accreditation.

The recommendations presented in this report may not be all-inclusive of areas where improvement may be needed. Implementation of our recommendations in this report will strengthen the current internal controls.

We appreciate the full cooperation and assistance of Human Resources and Business Technology Services management during our investigation. If you have any questions, please do not hesitate to contact me at 464-8371.

Respectfully Submitted,

Hector Collazo Jr.
Inspector General/Chief Audit Executive

cc: Ken Burke, CPA, Clerk of the Circuit Court & Comptroller
Personnel Board - Unified Personnel System



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INTRODUCTION

Synopsis

On July 16, 2015, the Division of Inspector General received an anonymous complaint that alleged two Human Resources employees are conducting business for a nonprofit organization they founded and operate while at work on County time using County equipment. An investigation was initiated upon receipt of the complaint.

As of November 2015, both Respondents no longer work for the County. Nonetheless, the Division of Inspector General's investigation determined that the allegation is substantiated, as there was sufficient evidence to reasonably conclude that the allegation is true.

Summary of Investigative Findings

NO.	INVESTIGATIVE FINDINGS CAPTIONS RECOMMENDATIONS	MANAGEMENT RESPONSES	IMPLEMENTATION STATUS
1	<i>Human Resources Employees Are Misusing County Time And Violating County Policies.</i>		
	We recommend management educate staff on the appropriate use of County time in accordance with Pinellas County Personnel Rules.	Concur	Completed
2	<i>A Human Resources Employee Did Not Report Non-County Employment As Required.</i>		
	We recommend management educate staff and enforce the policy on outside or non-County employment as described in UPB Policy #5. Management should be clear on the importance of obtaining permission <u>prior</u> to gaining employment outside their County employment.	Concur	Completed
3	<i>A Human Resources Employee Has Been Transmitting Sensitive Data Via Un-Encrypted Email.</i>		
	We recommend management educate staff on data security and the importance of being vigilant with sensitive information, especially when composing emails.	Concur	Completed

Background

The Human Resources Department is part of the Unified Personnel System (UPS) of Pinellas County Government. It provides personnel services for the eleven Appointing Authorities who comprise the UPS.



Human Resources serves all of the Appointing Authorities by creating and maintaining a workforce that is qualified, trained, compensated, fairly treated, well-informed and recognized through cost-effective and efficient policies and procedures which support programs and sound strategies.

Human Resources has established Personnel Rules and Unified Personnel Board Policies to provide employees with a code of conduct and the disciplinary action that will take place should these guidelines be broken. The rules and policies address outside/non-County employment and disciplinary actions with regards to the misuse of County time and equipment, among other things. These rules and policies were last updated on January 1, 2016.

On July 16, 2015, the Division of Inspector General received an anonymous complaint that alleged two Human Resources employees, Respondent 1 and Respondent 2, are conducting business for a nonprofit organization they founded and operate on County time using County equipment. An investigation was initiated upon receipt of the complaint. During our investigation, it came to our attention that as of November 2015, Respondent 1 and Respondent 2 no longer work for the County.

The Division of Inspector General's investigation of the allegation concluded that the allegation is **substantiated** as there was sufficient evidence to reasonably conclude that the allegation is true.

INVESTIGATIVE FINDINGS

1. Human Resources Employees Are Misusing County Time And Violating County Policies.

The Division of Inspector General received a complaint alleging that two Human Resources employees, Respondent 1 and Respondent 2, are using County time and equipment to run a nonprofit business. Upon investigating the allegation, the Division of Inspector General confirmed the integrity of the claim. In addition, review of evidence as detailed below revealed that Respondent 1 was conducting business on three additional businesses on County time using County equipment.

We obtained and confirmed the Respondents' affiliation with the nonprofit and other businesses by:

- Reviewing the database of the Florida Division of Corporation (sunbiz.org). Respondent 1 is listed as the President of the nonprofit, the President of one for profit entity, and the managing member of another for profit entity. Respondent 2 is listed as the Treasurer of the nonprofit entity.
- Reviewing Lexis Nexis reports. Both Respondents are executives for the nonprofit entity. Respondent 1 is the registered agent for the nonprofit. Respondent 1 is also related to three for profit businesses and Respondent 2 is related to several other for profit businesses.
- Performing general internet searches and review of the nonprofit's website, which further confirmed Respondent 1's ownership of the nonprofit.

We obtained images of the Respondents' work computer hard drives and our review of the devices revealed that the Respondents maintained documents pertaining to the nonprofit and at least one of the businesses mentioned above on County equipment.

We obtained the Respondents' internet browsing history, which provided evidence supporting the allegation as follows:

- PaloAlto Web Browsing Activity Reports for Respondent 1 show frequent navigation to the nonprofit's website and email box over the past six months. The nonprofit email box alone was accessed 781 times for a total of approximately four hours over the past six months. The reports also show navigation to nonprofit related websites such as irs.gov (searches related to nonprofit annual filings).
- PaloAlto Web Browsing Activity Reports for Respondent 2 shows limited navigation to sites related to the nonprofit.

We obtained access to the Respondents' Outlook email inboxes, which provided evidence supporting the allegation as follows:

- 90 emails to/from Respondent 1 regarding the nonprofit entity and affiliated businesses over the past three years.
- 25 emails to/from Respondent 2 regarding the nonprofit entity, most within the past year.

We obtained the Respondents' work phone logs; the logs contained phone calls made and received that support the allegation as follows:

- Respondent 1 made/received 620 calls over approximately 1.5 years directly related to the nonprofit and other affiliated businesses totaling approximately 32 hours.
- Respondent 2 made two calls over the same timeframe related to an affiliated business.

The Respondents' actions listed above constitute the following infractions subject to disciplinary action per the Pinellas County Personnel Rules, resulting in misuse of taxpayer's dollars, which could possibly result in a poor image of the County to the citizens we serve:

- (D10) Misuse or destruction of property or equipment.
- (D11) Unauthorized use of County equipment or property.
- (D12) Violation of written rules, regulations, policies, or statutes.
- (D20) The employee has engaged in conduct unbecoming an employee of the County.

We recommend management educate staff on the appropriate use of County time and equipment in accordance with the Pinellas County Personnel Rules.

Management Response:

Concur. Management agrees with the recommendation and has indicated the recommended staff education was conducted on April 13, 2016.

Inspector General Comment:

The above noted infractions occurred under the old Personnel Rules 23(J) (11, 12, 14, &16). As of January 1, 2016, the Unified Personnel Board has revised the aforementioned rules and the infractions now fall under Rule 6(F) (D10-D12 and D20). The fact remains that the Respondents have violated the rule. Furthermore, in their response, management has concurred that the respondents misused their positions in order to perform a significant amount of work for the outside entity.

2. A Human Resources Employee Did Not Report Non-County Employment As Required.

Respondent 1 did not report their affiliation with the nonprofit entity and other businesses as required by the Unified Personnel Board (UPB) Policies. UPB Policy #5 addresses outside or non-County employment. This policy outlines the provisions under which County employees may request permission for outside employment. Failure to obtain permission for outside employment is grounds for discipline, up to and including termination.

Requests and approval/disapproval are maintained within OPUS as part of the employee's official file. We obtained both Respondents' personnel files and reviewed for documentation requesting outside employment. Neither Respondents' personnel file contained the required documentation.

Although Respondent 2 did not report involvement with the nonprofit, their involvement as Treasurer may not be considered employment. Consequently, failure to report is not an exception for the purpose of this investigation.

We recommend management educate staff and enforce the policy on outside or non-County employment as described in UPB Policy #5. Management should be clear on the importance of obtaining permission prior to gaining employment outside their County employment.

Management Response:

Concur. Management agrees with the recommendation and has indicated the recommended staff education was conducted on April 13, 2016.

Inspector General Comment:

The above infraction occurred under the old Personnel Rule 21. The rule, at the time, only addressed Classified Employees. Both Respondents were Exempt Employees at the time of the infraction. However, Management had knowledge of and had approved of their involvement with the outside enterprise. As of January 1, 2016, the Unified Personnel Board has included Exempt Employees in their revision of this rule, which is now referred to as UPB Policy #5.

3. A Human Resources Employee Has Been Transmitting Sensitive Data Via Un-Encrypted Email.

During our review of Respondent 1's Outlook email inbox, we noted sensitive electronic data was transmitted in plain text. We found email containing:

- A social security number
- A nonprofit entity's bank routing and account number
- A client's name/address/date of birth
- Respondent 1's spouse's driver's license number and address

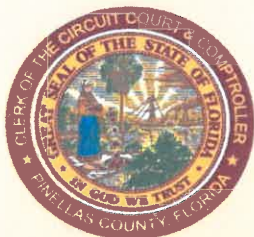
According to the Pinellas County Information Security Policy, "Emails are sent in plain text and pass through multiple servers and devices, which may present opportunities for loss of privacy. When sending sensitive data via Email over the Internet, encrypting the message is required to maintain the confidentiality of the data. Unencrypted email is not a secure method for transmitting sensitive information such as Protected Healthcare Information (PHI), Personally Identifiable Information (PII), or Credit Card information."

Given Respondent 1's lax attitude towards sensitive data, there is a risk that the Respondent may have been as careless with County data entrusted to them as a Human Resources employee.

We recommend management educate staff on data security and the importance of being vigilant with sensitive information, especially when composing emails.

Management Response:

Concur. Management agrees with the recommendation and has indicated the recommended staff education was conducted on April 13, 2016.



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Human Resources Director

Action Taken Under Authority Delegated by the Unified Personnel Board

The Human Resources Director, having been granted delegated authority to act on behalf of the Unified Personnel Board, has taken the following action from March 27, 2016 through June 25, 2016.

Result of Audits

UPWARD RECLASSIFICATIONS

<u>POSITION</u>	<u>PRESENT CLASSIFICATION</u>	<u>PG</u>	<u>RECOMMENDED CLASSIFICATION</u>	<u>PG</u>	<u>DEPT</u>
BCC/C2466	Ani Cntl Ofer 1	CL12	Dept Comp Supt Spec	CL15	Animal Svcs
BCC/C1894	Craftwkr 2	CL11	Craftwkr 3	CL13	Solid Waste

LATERAL RECLASSIFICATION (PUBLIC WORKS)

<u>POSITION</u>	<u>PRESENT CLASSIFICATION</u>	<u>CURRENT PAY GRADE</u>	<u>RECOMMENDED CLASSIFICATION</u>
BCC/C2077	Admin Supt Supv	CL14	Engineering Tech

ADDITIONS

<u>SPEC NO.</u>	<u>TITLE</u>	<u>EEO4 CODE</u>	<u>OT CODE</u>	<u>PG</u>
03462	Assistant County Attorney 1	Professionals	Exempt	SM7
03464	Assistant County Attorney 2	Professionals	Exempt	SM3a
18834	Business Systems Specialist	Technicians	Exempt	150
16799	Engineer 1	Professionals	Exempt	P3
20578	GIS Analyst	Professionals	Classified/Excluded	CL20
06148	Planning Program Specialist	Professionals	Classified/Excluded	CL16

PAY GRADE CHANGE

<u>SPEC NO.</u>	<u>PRESENT CLASSIFICATION</u>	<u>PRESENT PAY GRADE</u>	<u>RECOMMENDED PAY GRADE</u>
03470	Senior Assistant County Attorney	SM3a	SM2b

Human Resources Director**Action Taken Under Authority Delegated by the Unified Personnel Board**

Page 2

TITLE CHANGES

<u>SPEC NO.</u>	<u>PRESENT CLASSIFICATION</u>	<u>RECOMMENDED CLASSIFICATION</u>	<u>PG</u>
19136	Inspector General Auditor 1	Inspector General 1	150
19138	Inspector General Auditor 2	Inspector General 2	150
19140	Inspector General Auditor, Senior	Inspector General, Senior	150
19146	Manager, Inspector General Audit Division	Assistant Inspector General	150

REVISIONS

<u>SPEC NO.</u>	<u>TITLE</u>	<u>PG</u>
03480	Chief Assistant County Attorney	E2
11256	Department Computer Support Specialist	CL15
19149	Inspector General/Chief Audit Executive	150
13000	Manager, Fleet Operations	SM3a
03478	Managing Assistant County Attorney	SM1
06156	Planning Section Manager	SM5b

DELETIONS

<u>SPEC NO.</u>	<u>TITLE</u>	<u>PG</u>
19139	Inspector General Auditor 3	150
19148	Assistant Director, Inspector General Audit Division	150
19150	Chief Deputy Director, Inspector General Audit Division	150



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.



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

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.



Employees' Advisory Council



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APPROVED BY THE EAC

Employees' Advisory Council – Delegate Meeting Minutes

Extension Services, 12520 Ulmerton Road, Largo, FL

Thursday, May 26, 2016, 8:00 a.m. – 10:00 a.m.

Call to Order

The EAC Delegate meeting was called to order at 8:00 a.m. by Chair, Lisa Wombles.

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

The new Human Resources Director will begin on July 18th. Dr. Holly Schoenherr has accepted the position and will be moving to Florida from Minnesota.

The Human Resources department is offering a program called Pinellas County's Innovation Academy: Create and Innovate. The nature of this program is for employees to use their ideas about ways to make improvements at work. This will require approximately 25 hours of time over a 2-month period. More information can be found at: www.pinellascounty.org/hr/innovation. Applications are due by Friday, June 3rd. [Note: The deadline was later extended to Wednesday, June 15th.]

Question from Delegate - Why are we paying outside consulting firms to perform jobs that can be done internally? Answer - Consulting firms assist the HR staff to blend information they have received from agencies across the nation. This is a common business practice so we can get a broader perspective on administration of classification and compensation programs.

Question from Delegate - Why are the raises going to be based on the mid-point of the class pay range? Answer - Dave explained the entire process of the decision which involved many stakeholders.

Question from Delegate - Who decides the starting salary when hiring for open positions?

Answer - The manager for the department usually makes the final decision. The Appointing Authorities can also decide but mainly go by the recommendation of the manager.

Question from Delegate - Is the County looking into better dental plans? The Safeguard plan is dropping many dentists which have been available in previous years. Answer - The Safeguard plan is being reviewed. HR was unaware that dentists were being dropped and will look into it. A suggestion was made to possibly look into tiered plans for people who know they will be needing dental work.

Guest Speakers – Animal Services

Casey Miller and Season Groves gave a presentation on the activities and programs offered by the Pinellas County Animal Services department. Some of the programs offered include: adoption, rescues and fostering of cats and dogs. Animal Services accepts turned in animals or will pick them up. They are not a full service veterinary hospital but they work with outside agencies in an effort to keep rescued animals alive. Employees and their families are encouraged to volunteer to walk dogs, socialize cats, or foster kittens/puppies. The information about all of the programs offered can be found at: www.pinellascounty.org/animalservices or by calling 727-582-2600.

Open Discussion

Lisa Wombles talked about the joint meeting with the EAC Representatives and Appointing Authorities which was held in April. She mentioned that a recommendation was presented to consider adding bonus days off for employees with 20 or 30 years of service (employees with 25 years of

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.



Employees' Advisory Council



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APPROVED BY THE EAC

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](#)].



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, 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

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

August 2016

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

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

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.