

PLEASE POST

**UNIFIED PERSONNEL BOARD
AGENDA**

Date: August 4, 2016

Time: 6:30 p.m.

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

PLEDGE OF ALLEGIANCE

EAC I. Employees' Advisory Council Representative

Human Resources II. CONSENT AGENDA

1. Request Approval of the Minutes of the Regular Personnel Board Meeting held April 7, 2016

Human Resources III. INFORMATIONAL ITEMS

1. Action Taken Under Authority Delegated by the Personnel Board
2. Other Informational Items

County Attorney IV. WORKSHOP

1. Review of the "Sunshine" Law

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, April 7, 2016

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

Also Present: David Blasewitz, Interim Director of Human Resources; 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 Special Personnel Board Meeting held February 18, 2016 |
| Human Resources | III. NEW BUSINESS |
| | 1. Request Approval of the Airport Firefighters Pay Plan Adjustments |
| | 2. Employee Survey Results |
| | 3. HR Director Selection Discussion |
| Human Resources | IV. INFORMATIONAL ITEMS |
| | 1. Action Taken Under Authority Delegated by the Personnel Board |
| | 2. Proposed FY 2017 Human Resources Budget |
| | 3. Other Informational Items |
| Safety & Emergency Services | V. Appellant's Motion for Reconsideration |
| | 1. Andrew Belich |

CALL TO ORDER

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

EMPLOYEES' ADVISORY COUNCIL REPRESENTATIVE

Employees' Advisory Council (EAC) Chairman Lisa Wombles thanked the members and the Selection Committee for allowing the EAC to be a part of the selection process for the HR Director search.

April 7, 2016

Ms. Wombles indicated that the EAC will meet with the Appointing Authorities April 20 in the Clerk's Fourth Floor Conference Room. Referring to the recent employees' survey, she announced that the EAC received a higher approval rating than it did in the 2013 survey.

CONSENT AGENDA – APPROVED

Minutes of the special meeting held February 18, 2016, approved.

Motion	-	Ms. Vecchioli
Second	-	Ms. Dolsay
Vote	-	7 - 0

NEW BUSINESS

Request Approval of the Airport Firefighters Pay Plan Adjustments

Mr. Blasewitz indicated that the pay plan evaluations for the Airport fire chief, the lieutenants, and the firefighters are complete and recommended that the firefighters receive an upward shift of five percent on the minimum and the maximum amounts of the pay ranges. He related that it is difficult to perform an apples-to-apples wage comparison because the department is in a challenging position when competing with other fire departments due to the limited scope of fire-fighting services at the Airport, noting that it does lose talent to the surrounding departments; whereupon, he indicated that, in addition to supporting the recommendation for the adjustment, the HR department is actively working to determine whether any equity adjustments would be needed to keep the pay competitive.

In response to queries by Chair Davis and Mr. Schulz, Mr. Blasewitz confirmed that it is a range adjustment; that department management has discretion over the assignment of pay within the unique classification; that the firefighters are considered classified employees and paid hourly; and that the factors considered in comparisons with the other fire departments include overtime, shift sharing, and the 48-hour work week with 24-hour shifts.

Following brief discussion, Mr. Dates moved, seconded by Ms. Vecchioli and carried unanimously, that the Airport Firefighters Pay Plan Adjustments be approved.

Employee Survey

Mr. Blasewitz indicated that the Executive Summary, a copy of which has been filed and made a part of the record, captures the high points of the survey conducted in 2015, noting that a comparison of the 2015 and 2013 survey results is also included.

At the request of Mr. Blasewitz, Human Resources Business Partner Timothy Closterman provided a brief overview of his professional background and information regarding his previous and current positions.

Noting that the National Employee Survey report is also included in the agenda package, Mr. Closterman discussed the process for employee participation in the survey and provided statistical information, relating that 1,700 out of 2,960 employees completed the survey, resulting in a 58 percent response rate. He reported that the results have been shared with the EAC; and that he and Mr. Blasewitz are meeting with the Appointing Authorities to review their individual results, after which they will be posted for employee review on the HR webpage.

Mr. Blasewitz reported that the reviews with the Appointing Authorities are resulting in productive discussions on how best Human Resources can assist with areas of concern and the implementation of collective goals, noting that the Appointing Authorities have decided to engage the new HR Director to determine the connection between compensation, performance, and rewarding high-performing employees; whereupon, Mr. Closterman indicated that the survey results have provided valuable feedback, relating that the report contains a 15-category synopsis of employee comments.

HR Director Selection Discussion

Upon request by Chair Davis, the members proceeded to rank the list of candidates for the selection of the HR Director, and each member voiced their preferences.

Thereupon, Mr. Dekle moved, seconded by Mr. Schulz, that the ranking of candidates for the position of HR Director be (1) Brooke Stearns, (2) Gary O'Bannon, and (3) Holly Schoenherr. Upon call for the vote, the motion failed 2 to 5, with Messrs. Dekle and Schultz casting the affirmative votes; whereupon, Chair Davis noted that a new motion is needed.

Thereupon, Mr. Dates moved, seconded by Ms. Vecchioli, that the ranking of candidates for the position of HR Director be (1) Gary O'Bannon, (2) Holly Schoenherr, and (3) Brooke Stearns. Upon call for the vote, the motion carried 5 to 2, with Messrs. Dekle and Schulz dissenting.

Following discussion and in response to queries by Ms. Vecchioli, Chair Davis explained that the process for moving forward would begin with the offer of employment to the first-, second-, and

then the third-ranked candidates; whereupon, Mr. Blasewitz clarified that the Board voted on March 21 to authorize the Chair to begin the offer process and negotiate a start date with the assistance of the HR Department, and discussion ensued.

INFORMATIONAL ITEMS

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.

Proposed Fiscal Year 2017 Human Resources Budget

Acknowledging that the Board does not have budget-approval authority, Chair Davis noted that he has previously expressed concern that the members are not given the opportunity to review the proposed budget before it is submitted to the Board of County Commissioners and indicated that he would like to see the issue presented to the new Director, noting that giving the Board an opportunity to review the budget before submittal would allow the members to understand how the budget fits in with the configuration of the department and provide insight into the work performance of the Director at the time evaluations are performed.

Mr. Dates commented that the budgetary process has completely changed; and that it is reasonable for the Board to want the chance to see the budget request and understand the development process. Mr. Dekle suggested that just as HR accepts direction from the Appointing Authorities, the Board should provide input from time to time, noting that he supports the Chair's request.

Mr. Blasewitz referred to the *Proposed Fiscal Year 2017 HR Budget*, a copy of which has been filed and made a part of the record, and discussed the budget process. He explained that the process has a tight timeframe, noting that the budget forecast is completed for presentation in January, the budget kickoff takes place in February, and the budget is submitted the second week of March; whereupon, he opined that discussions with the Board about how to meet the strategic objectives could be very productive in the beginning of the budget process.

Mr. Blasewitz indicated that the discretionary portions of the budget are the smaller operational segments; that the classified employees' pay and progression through the pay range are predetermined; and that exempt employees' pay and progression are more flexible, noting that the Board could be involved in discussing improvements regarding that aspect of the budget.

April 7, 2016

In response to queries by Ms. Vecchioli, Mr. Blasewitz provided information pertaining to the Volunteer Services Program, noting that the program and its funding were transferred from the County Administrator to the HR Department several years ago; and that the computer training responsibility and budget were transferred from Business Technology Services this fiscal year.

During discussion, Ms. Vecchioli indicated that she would like to have an understanding of the components of the budgetary line items; whereupon, referring to a previous suggestion by the Chair, Mr. Blasewitz indicated that he will recommend to the new Director that staff provide the members more information about the HR department and what it does.

Mr. Dekle suggested inviting the Appointing Authorities to give a brief presentation to the Board, and Chair Davis encouraged the members to interact with the Authorities as often as possible; whereupon, Mr. Dekle related that there is no prohibition against each member meeting with the separate Authorities to avoid Sunshine Law issues, and discussion ensued.

Ms. Vecchioli agreed that having a liaison to and workshops with the Appointing Authorities would be helpful to understand strategically important issues and needs, and Chair Davis noted that the Board and HR need to take into account that the Appointing Authorities are distinct and separate entities with their own unique priorities.

Other Informational Items

The following miscellaneous informational items were received for filing:

1. Minutes of the EAC Delegates Meeting of January 28, 2016 and Representatives Meeting of February 17, 2016.
2. Leadership Notes for April 2016.
3. Training Schedules for April, May, and June 2016.

APPELLANT'S MOTION FOR RECONSIDERATION – ANDREW BELICH – DENIED

Upon request by Chair Davis, Attorney Brody clarified the process provided for under Section 11 of the Appeal Procedures of the Unified Personnel Board, noting that Andrew Belich filed the motion for reconsideration within the ten-day timeline and carries the burden to prove that the reconsideration is necessary. He explained the standards to be applied, noting that (1) there must be newly discovered or previously presented evidence which, by due diligence, could not have been discovered prior to the formal hearings; and (2) a showing must be made that the Board made its decision through or based upon fraud, collusion, deceit, or mistake of law or fact.

April 7, 2016

Discussion ensued, and responding to query by Mr. Dekle, Mr. Schulz related that no new evidence has been presented and opined that Mr. Belich seems to be requesting a reconsideration because he did not make points that he should have at his hearing. Mr. Dekle indicated that he sees no justification for reconsideration, and moved that the Board decline the request. Noting the lack of a second, Chair Davis called for discussion by the Board.

Following discussion with input by Attorney Brody, Mr. Dekle stated that his motion is still on the floor, and Mr. Schultz seconded the motion. Chair Davis explained that the Board has two options, to hear or deny the motion for reconsideration, depending on whether the Board believes there has been evidence presented raising questions as to the previous decision. In response to queries by Mr. Dekle, Ms. Vecchioli clarified that it was the employer's witness who did not appear; and that the appellant had not been denied the opportunity to present all available evidence.

Following further discussion and upon call for the vote, the motion carried unanimously, and Chair Davis confirmed that the request was denied.

Mr. Dekle voiced concerns regarding two issues, noting that evidence had been submitted denoting that the employee was surfing the Internet when he could not have been present in the workplace; and that there could be a credibility issue with the report produced by the Business Technology Services Department; whereupon, Chair Davis responded that pursuing the matter would essentially be reopening the case, and Ms. Vecchioli stated that it may be an operational issue to be addressed by the County Administrator.

Responding to query by Mr. Dates, Ambulance Billing Division Director Jodi Sechler related that the Business Technology Services Department issued a certified statement indicating that the Internet reports were accurate based on its research; and that any employee of Ambulance Billing and Financial Services can access the work area 24 hours a day, seven days a week with an assigned County I.D. badge. In response to query by Mr. Dekle, she related that Mr. Belich could have used his badge for building access on the dates in question; and that employees do work holidays and after hours; whereupon, Mr. Dekle withdrew his concern.

Mr. Dekle commented that he observed a Health Insurance Portability and Accountability Act violation during the appeal; and that an employee was previously fired for committing a lesser infraction; whereupon, he expressed concerns regarding the distribution of fair and equitable discipline within all departments. Mr. Dates responded that he is unsure whether any action was taken against the employee, noting that the Board does not issue disciplinary measures to department employees; and Ms. Vecchioli pointed out that the failure to redact information was unintentional, while the previous violation was intentional for the purpose of personal gain.

April 7, 2016

Discussion ensued, and Chair Davis indicated that management and the Board have distinctly different authority and jurisdiction; that the Board is not in a position to address the disciplinary issue; and that its investigative authority is limited to cases that are brought before it.

Ms. Dolsay indicated that HR likely keeps a record of various violations and disciplinary actions; and that statistical information could be provided if requested; whereupon, Mr. Blasewitz confirmed that HR staff monitor Personnel Rule violations and provide regular feedback to the management team; however, there is a limited ability to track specific acts, as the information is tracked according to the Rule or Rules violated.

ADJOURNMENT

The meeting was adjourned at 7:53 P.M.

Chair

April 7, 2016



Human Resources Director

Action Taken Under Authority Delegated by the Unified Personnel Board

The Human Resources Director, having been granted delegated authority to act on behalf of the Unified Personnel Board, has taken the following action from February 21, 2016 through March 26, 2016.

Result of Audit PAY GRADE CHANGE

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

ADDITIONS

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

RE-INSTATEMENT

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

TITLE CHANGES

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

April 7, 2016

Human Resources Director

Action Taken Under Authority Delegated by the Unified Personnel Board

Page 2

REVISIONS

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

DELETIONS

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

ESTABLISHING CAREER LADDER-UTILITIES

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



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 **June 26, 2016 through July 23, 2016.**

Result of Audit

LATERAL RECLASSIFICATION (SOLID WASTE)

<u>POSITION</u>	<u>PRESENT CLASSIFICATION</u>	<u>CURRENT PAY GRADE</u>	<u>RECOMMENDED CLASSIFICATION</u>
BCC/C3767	Envir Spec Sr	CL18	Solid Waste Prog Supv

RE-INSTATED WITH TITLE CHANGE

<u>SPEC NO.</u>	<u>PREVIOUS TITLE</u>	<u>PROPOSED TITLE</u>	<u>EEO4 CODE</u>	<u>OT CODE</u>	<u>PG</u>
17530	Director, Customer Svcs	Division Director, Customer Svcs	Officials & Managers	Exempt	SM3a

TITLE CHANGE

<u>SPEC NO.</u>	<u>PRESENT CLASSIFICATION</u>	<u>RECOMMENDED CLASSIFICATION</u>	<u>PG</u>
15828	Risk Management Technician	Risk Management Insurance Technician	CL13

REVISIONS

<u>SPEC NO.</u>	<u>TITLE</u>	<u>PG</u>
19108	Assistant Director, Finance Division	150
19120	Chief Deputy Director Finance Division	150
19110	Director, Finance Division	150

Director Human Resources

Action Taken Under Authority Delegated by the Unified Personnel Board

Page 2

DELETIONS

<u>SPEC NO.</u>	<u>TITLE</u>	<u>PG</u>
12182	Building Inspector, Multi-Trades	CL18
12040	Chief Plumbing Inspector	CL20

***PUBLIC WORKS CAREER LADDER**

Engineering Services Technician 1	CL8	Engineering Services Technician 2	CL10
Engineering Services Technician 2	CL10	Engineering Technician	CL14
Engineering Technician	CL14	Engineering Specialist 1	CL17
Engineering Specialist 1	CL17	Engineering Specialist 2	CL20
*Engineering Specialist 2	CL20	Engineering Specialist 3	CL22

*(Additional Classification Levels)



Employees' Advisory Council



III.2.

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, June 15, 2016, 2:30 p.m. – 4:30 p.m.

Call to Order

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

Approval of Minutes

Charles motioned to approve the EAC Representative Minutes for May 18, 2016 with amendments as discussed. The motion was seconded by Lisa Wright. The minutes were approved.

Richard Carvale motioned to approve the EAC Delegate Minutes for May 26, 2016 as written.

The motion was seconded by Charles Toney. The minutes were approved.

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

Dave announced that this would be his last meeting as Interim Director. The new Human Resources Director, Holly Schoenherr, begins on July 18th. She visited for a half day to meet the staff. She is looking forward to having a positive relationship between Human Resources and the EAC.

The annual Pinellas County Art Show is being displayed in the courthouse. This is the 10th year for the show. There is a record-breaking number of entries this year. [[See Art Show web page](#)]

The weekly meetings with The Standard are continuing. They are focusing on educating people to use the program correctly. Anyone having issues should contact Benefits directly.

An RFP for pharmacy benefits has been issued but not finalized. Benefits is waiting for the Purchasing Department to complete the contract. They are hoping to present the contract to the BCC in 2 months.

Human Resources staff, with the assistance of a contracted health care consultant, are conducting the RFPs for the dental and health plan administration beginning January 2017.

Old Business

Charles mentioned that the EAC needs to keep the merit increases on the agenda at every meeting. We should bring this topic up at the next joint meeting with the Appointing Authorities on October 7. It is not too early to start collaborating on how to move forward with merit increases.

Is it possible to know which Appointing Authorities are in favor of 360 reviews prior to the joint meeting? Perhaps HR can inquire and advise the EAC at a Representative meeting.

FACE / Taleo - Hazel mentioned that the FACE program is actually part of the Taleo software package which has recently been bought by Oracle. She asked if FACE is going to be upgraded to include updating of classes taken and comments. At this point in time HR is reviewing possible enhancements to FACE.

Lisa mentioned that the application database should transfer your basic information when applying for specific jobs. Currently the information is not transferring. Dave is going to look into this matter. Questions were asked about who sees the applications and decides who will be interviewed. Dave responded that the HR staff work with the hiring manager for scaling qualifications. The HR staff review the applications first using the criteria which has been pre-determined by the hiring department as well as those relating to minimum qualifications of the position. A person who has no qualifications is not automatically denied an interview. If needed, HR can set up out-of-state background and health screening for potential new employees.

Steve requested that paper applications be permitted for some job openings. Some employees do not have access or the capability to use computers. Dave responded that anyone who needs assistance can go to HR and the staff will assist with the computer and application process. There was discussion on the time involved with completing the applications. Perhaps the subsequent questions should be reviewed so it doesn't take so long to apply for job openings. Steve mentioned that there is an option in Taleo which would alert the person applying if they failed to meet the minimum qualifications for a particular job. If it was turned on, the applicant could correct the information before the closing date in Taleo. Pinellas County chose to not use that option. Dave stated that cost was not the driving factor when deciding to use the Taleo software.

Purchase of leave time: Dave took this question to the County Attorney's Office. Research is being done to see if pay in advance can be used.

New Business

Lisa would like to have a representative from the radio station as guest speaker for the July Delegate meeting. The topic would be the Make a Wish Foundation. She will be talking with HR about having an article written in *The Pen*.

Topics for the next Appointing Authority meeting: merit increase, 360 review, portal for reporting harassment, misuse of policy and rules

Mercedes will ask Paul Valenti, Director, Office of Human Rights, for definitions of harassment and bullying. Would it be possible to have an electronic way to report incidents of harassment and bullying? Can there be follow-up with the employee who was violated? Jim Valliere said the anti-harassment policy has been in place for the County and the policy clearly provides guidance to anyone on how to go about filing a complaint under the policy. Perhaps having an electronic way to report issues should be considered because the problem does exist. Mercedes will inquire with Paul and discuss at the next EAC Representative meeting.

Adjourned

Peg Poole made a motion to adjourn at 4:40 pm. Richard Carvale seconded.

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.

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

Leading the Way: No Matter What Your Role

Join us on September 6th at the EpiCenter in Clearwater for the *Leading the Way Conference* to obtain time-tested leadership insights in just one day. Leaders aren't born, they're made. The power of one person leading by example can change the world. Take the journey to deepen and broaden your skillset and manage your future.

Ken Burke, Clerk of the Circuit Court and Comptroller, is our keynote speaker. He will inspire you, our current and future leaders, by sharing his journey and wisdom. We are honored that he will be able to join us.

To unlock your potential and help you get more out of your career, we are offering nine different 45 minute sessions. You will be able to choose six of them:

Developing Others: The Need for Coaching & Mentoring – As annual performance management processes have shifted to frequent, development-focused conversations, recognize the value of coaching and mentoring. Managers/leaders now use coaching skills more than ever before to help employees at all levels grow their skills, enhance their value and reach their professional goals. Discover how to create short, yet meaningful, coaching moments each day.

Conflict Resolution: The Road to Success – Wherever two or more people come together, there is bound to be conflict. Managing conflict is not easy. Nothing can destroy productivity, derail projects and damage your reputation faster than workplace conflict. Come and discover how to manage difficult encounters with diplomacy, tact and credibility.

Diversity: Leveraging Our Differences – Bringing people together from a wide variety of backgrounds creates tremendous opportunities but also some challenges. Hear how to benefit from new perspectives when people are united behind a common set of values and goals.

Effective Listening: Do You Really Hear Me? – There is a world of difference between hearing and

listening. Active listening does not come naturally so learn how to hear the whole message by using active listening techniques.

Emotional Intelligence (EI): Your EQ is as Important as Your IQ – Discover more about the foundational principles and brain science of EI and focus on managing your emotions and others while in difficult moments. This will allow you to influence and engage others and connect with them in a more meaningful way.

Innovation: Creative Solutions to the Same Problems – Innovative leaders put new ideas into action. They get things done primarily by guiding, motivating and collaborating with others. Find out what innovative leaders do to cultivate a culture of creativity and critical thinking.

Integrity: Doing What You Say & Meaning What You Do – Even with the right desire and mental attitude, integrity does not develop exclusively from desire. It stems from the daily practice of doing the right things and being accountable. Integrity is a process, not a quick fix. Learn about these important ingredients for success.

Qualities of Servant Leadership: To Lead is to Serve – Find out how putting the needs of others first can build a happier, more productive workplace and make you a more effective leader.

Brave Leaders: Courageous Cultures – Explore the four foundational components of courage: vulnerability, trust, clarity of values and rising skills. Regardless of how one measures success, we can't get there without brave leaders.

We are hopeful that all those who attend the conference will be able to use the tools and wisdom our talented speakers will share.

Sign up today for the *Leading the Way Conference* in [OPUS](#) (search for "WAY") to develop your leadership skills, no matter what your role is in Pinellas County Government.

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 Performance Management (ERB) 8:30am When Change Happens, 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 SMCS: Rescheduled date (Studio B) 8:30am Dealing with Difficult People (Annex 429) 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 8:30am Accountability That Works (Studio B) 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.

Learning Opportunity

September 2016

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

Quarterly Training Calendar

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Aug 29	30	31	Sep 1	2
5 Labor Day	6 8:30am Lead the Way Conference (EpiCenter)	7 8:30am iExpense - Travel Training (Annex 138) 9:00am Budget 101 (Studio B)	8 8:30am Communicate This! (Swisher 211)	9
12 8:30am Setting Sail (Annex 429)	13 8:30am Supervisory & Management Competencies Series - Fall Series (Studio B) 8:30am Misc Template Training (Annex 138)	14 1:00pm Emotional Intelligence (Studio B)	15 8:30am Records Management 1.0 (Swisher 111)	16
19 8:30am Muster Drill - New Employee Orientation Class 2 (Extension)	20 8:30am Supervisory & Management Competencies Series - Fall Series (Studio B)	21 8:00am iExpense - PCard Training (Annex 138)	22 8:30am Problem Solving / Decision Making (Swisher 211)	23
26 8:30am Setting Sail (Annex 429)	27 8:30am Supervisory & Management Competencies Series - Fall Series (Studio B)	28 8:30am Sharpening Your Professional Image (Sheriff's Office)	29 8:00am Getting Ready for Retirement (South Cross)	30

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

Learning Opportunity

October 2016

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

Quarterly Training Calendar

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<p>Oct 3</p> <p>8:00am Freestyle Cruising (Extension's Magnolia Room)</p>	<p>4</p> <p>8:30am Supervisory & Management Competencies Series - Fall Series (Studio B)</p>	<p>5</p> <p>8:30am The Changing Environment & Future Trends in Leadership Development (Studio B)</p> <p>1:00pm Budget 101 (Studio B)</p>	<p>6</p> <p>8:30am Five Dysfunctions of a Team (Studio B)</p> <p>9:00am Project Management (Pinellas Park)</p>	<p>7</p>
<p>10</p> <p>8:30am Setting Sail (Annex 429)</p>	<p>11</p> <p>8:30am Managing Workplace Stress (Sheriff's Office)</p> <p>8:30am Supervisory & Management Competencies Series - Fall Series</p> <p>3:00pm Records Management: Why It Matters (Annex 429)</p>	<p>12</p> <p>8:30am Career Development Forum - 5 of 5 (Studio B)</p>	<p>13</p> <p>8:30am Myers-Briggs Type Indicator (Studio B)</p>	<p>14</p>
<p>17</p> <p>8:30am Muster Drill - New Employee Orientation Class 2 (Extension)</p>	<p>18</p> <p>8:30am Supervisory & Management Competencies Series - Fall Series (Studio B)</p>	<p>19</p>	<p>20</p> <p>8:30am Workplace Diversity (Studio B)</p> <p>8:30am Records Management 2.0 (Swisher 211)</p>	<p>21</p>
<p>24</p> <p>8:30am Setting Sail (Annex 429)</p>	<p>25</p> <p>1:00pm What To Do When Conflict Happens (Studio B)</p>	<p>26</p> <p>8:30am Five Questions Every Leader Must Ask (Studio B)</p>	<p>27</p> <p>8:30am Time Management (Annex 429)</p>	<p>28</p>
<p>31</p>	<p>Nov 1</p>	<p>2</p>	<p>3</p>	<p>4</p>

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.