UNIFIED PERSONNEL BOARD AGENDA

Date: May 3, 2018
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

Personnel Board II. CONSENT AGENDA
1. Request Approval of the Minutes of the Regular Personnel Board Meeting held April 5, 2018

Human Resources III. INFORMATIONAL ITEMS
1. Action Taken Under Authority Delegated by the Personnel Board
2. Human Resources FY19 Budget Presentation
3. Classification & Compensation Study Update by Jeff Ling, Evergreen Solutions
4. Human Resources Strategic Plan
5. 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, April 5, 2018

The Unified Personnel Board (UPB) met in regular session at 6:30 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; Ron Walker, Vice-Chair; Keith C. Dekle; Louise Dolsay; William A. Schulz II; and Joan M. Vecchioli.

Not Present: James Dates.

Also Present: Carl E. Brody, Senior Assistant County Attorney; Holly J. Schoenherr, Director of Human Resources; Amanda M. Napier, Board Reporter; and other interested individuals.

AGENDA

PLEDGE OF ALLEGIANCE

EAC I. Employees’ Advisory Council Representative

Personnel Board II. CONSENT AGENDA
1. Request Approval of the Minutes of the Regular Personnel Board Meeting held February 1, 2018
2. Request Approval of the Minutes of the Regular Personnel Board Meeting held March 1, 2018

Personnel Board III. NEW BUSINESS
1. Human Resources Fiscal Year 2019 Budget and Strategic Priorities

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

Solid Waste V. APPEAL OF FINAL DECISION OF THE INFORMAL GRIEVANCE COMMITTEE
1. Joseph Fernandez vs. Pinellas County Solid Waste Department

CALL TO ORDER

Vice-Chair Walker called the meeting to order at 6:30 P.M.; whereupon, he led the Pledge of Allegiance.

EMPLOYEES’ ADVISORY COUNCIL REPRESENTATIVE

EAC Chair Charles Toney addressed the Board as follows:
• The special committee is still working on leave accrual with the main focus of providing leave to new employees sooner; Human Resources Officer Jack Loring is a member of the committee and has been very helpful in gathering information.

• The guest speaker for the May meeting is Jeff Ling, a consultant working with Evergreen Solutions on the Classification and Compensation Study.

• Four students from St. Petersburg College were in attendance at the last committee meeting to observe.

• Risk Management has sent out the annual Employee Notification and Information Survey to ensure current information is on file in the event of an emergency.

CONSENT AGENDA – APPROVED

Upon motion by Ms. Vecchioli, seconded by Mr. Schulz and carried unanimously, the minutes of the regular meetings held February 1 and March 1, 2018 were approved.

NEW BUSINESS

Human Resources Fiscal Year 2019 Budget and Strategic Priorities

Ms. Schoenherr related that the Human Resources Department is close to finalizing a three-year Strategic Plan; that she anticipates being able to share the plan at the May meeting; and that she will be presenting information about the department and plans for the budget at the Board of County Commissioners meeting on May 10; whereupon, she highlighted the following departmental priorities:

• Implementation of the Classification and Compensation Study
• Following up with the Appointing Authorities on the results of last fall’s bi-annual Employee Voice Survey
• Continuing to address the diversity of the County’s workforce

Responding to query by Mr. Dekle, Ms. Schoenherr stated that she will be presenting the proposed budget to the Personnel Board before it goes to the County Commissioners.
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.

Other Informational Items

The following miscellaneous informational items were received for filing:

1. Minutes of the EAC Representative special meeting of February 13, 2018
2. Minutes of the EAC Representative regular meeting of February 21, 2018
3. Leadership Notes for March 2018
4. Training Calendars for March, April, and May 2018

* * * *

Chair Davis entered the meeting at 6:40 P.M.

* * * *

APPEAL OF FINAL DECISION OF THE INFORMAL GRIEVANCE COMMITTEE – DECISION UPHELD

Appeal of Final Decision of the Informal Grievance Committee filed by Joseph Fernandez, a Solid Waste Program Manager with the Solid Waste Department, was presented by Employee Advocate Lisa Arispe, and by Assistant County Administrator and Solid Waste Department Interim Director Paul Sacco, representing the Appointing Authority.

Attorney Brody related that the recently adopted hearing guidelines would be followed to streamline the process. He indicated that the first step would be to consider exceptions requested by the parties with regard to testimony and exhibits presented at the pre-hearing conference, as included in the record.

Discussion ensued, and following input by Mr. Sacco and Ms. Arispe, Mr. Walker moved, seconded by Ms. Vecchioli and carried unanimously, that Exceptions A and B, as requested by the Appellee, be granted; whereupon, Mr. Walker moved, seconded by Mr. Dekle and carried unanimously, that Exception C be rejected in order that it be heard by the members.
Mr. Dekle noted for the record that he worked for the Pinellas County Utilities Operations Department from 1999 to 2009 and knows Mr. Fernandez; whereupon, Attorney Brody stated that he discussed the matter with Mr. Dekle and has determined no conflict of interest.

Those planning to testify were sworn by the Chair, and following opening statements, testimony, cross-examination, and lengthy questioning of the parties and witnesses by the Board, Mr. Schultz inquired as to closing arguments; whereupon, Ms. Vecchioli recommended that closing be waived in the interest of time, and Chair Davis concurred.

Thereupon, noting that the burden is on the Appellant, Attorney Brody indicated that the issue before the Board to determine whether Mr. Fernandez has shown by a preponderance of the evidence that the decision of the Grievance Panel should be modified.

Attorney Brody responded to queries by Ms. Dolsay, confirming that the Grievance Committee had modified the reduction in pay from 5 percent to 2.5 percent, and discussion ensued pertaining to the permanency of the decrease, as the base pay on which increases are based was reduced. Mr. Walker expressed concern that Mr. Fernandez was disciplined for his performance during volunteer work, and Chair Davis pointed out that the County had cited four items as the basis for the action taken.

Following further discussion, Ms. Vecchioli moved that the action taken by the Grievance Committee be upheld, and the motion died for lack of a second.

Mr. Dekle moved, seconded by Mr. Shultz, that the preponderance of the evidence indicates that the decision of the Grievance Committee should be vacated and reversed. Discussion ensued as to the intent of the motion and the available options; whereupon, the motion failed by a tie vote, with Mr. Walker and Mses. Dolsay and Vecchioli dissenting.

Mr. Dekle moved, seconded by Mr. Shultz, that the action of the Grievance Committee be modified and the Appellant’s reduction in pay be zero. Upon call for the vote, the motion failed, with Chair Davis, Mr. Walker, and Mses. Dolsay and Vecchioli dissenting.

In response to a proposed motion by Ms. Dolsay, Attorney Brody referred to a provision in the rules, indicating that in the event of a tie vote, the action of the Grievance Committee is upheld; whereupon, Chair Davis clarified that the 2.5-percent pay reduction remains in effect.

_A digital recording of the proceeding has been made a part of the record._
April 5, 2018

ADJOURNMENT

There being no further business, Chair Davis adjourned the meeting at 12:04 A.M on April 6, 2018.

________________________________________

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 November 26, 2017 through January 20, 2018.

ADDITIONS

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<td>Technicians</td>
<td>Classified</td>
<td>CL17</td>
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<tr>
<td>15000</td>
<td>Director, Office of Technology &amp; Innovation</td>
<td>Officials &amp; Managers</td>
<td>Exempt</td>
<td>SM2a</td>
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<td>Tax Collector Accounting Manager</td>
<td>Professionals</td>
<td>Exempt</td>
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RE-INSTATED WITH TITLE CHANGE

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<td>12996</td>
<td>Fleet Acquisition Specialist</td>
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<td>Classified/Excluded</td>
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TITLE CHANGES

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<td>14686</td>
<td>BTS Chief Information Technologist</td>
<td>Chief Information Technologist</td>
<td>SM4b</td>
</tr>
<tr>
<td>14684</td>
<td>Manager, BTS</td>
<td>Manager, Information Technology</td>
<td>SM4a</td>
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REVISIONS

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<td>10826</td>
<td>911 Public Safety Telecommunicator 1</td>
<td>CL10</td>
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<tr>
<td>18784</td>
<td>Jury Coordinator</td>
<td>CL11</td>
</tr>
<tr>
<td>10824</td>
<td>Law Enforcement Telecommunicator</td>
<td>CL9</td>
</tr>
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</table>
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 18, 2018 through April 14, 2018.

**ADDITION**

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<th>PG</th>
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<td>Market Intelligence Specialist</td>
<td>Para-Professionals</td>
<td>Exempt</td>
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**PAY GRADE CHANGE**

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<th>PRESENT PAY GRADE</th>
<th>RECOMMENDED PAY GRADE</th>
</tr>
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<td>15890</td>
<td>Claims Case Manager, RN</td>
<td>CL18</td>
<td>CL21</td>
</tr>
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</table>

**REVISIONS**

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<td>21940</td>
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<td>P1</td>
</tr>
<tr>
<td>18102</td>
<td>Veteran Services Officer</td>
<td>CL12</td>
</tr>
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Human Resources
FY19 Budget

Holly J. Schoenherr, Ph.D.
Director of Human Resources
May 10, 2018
FY19 Budget

- Requested target of $4,301,150
- No variances or decision packages
- Expend no more than 99% of FY18 budget
Human Resources

- 38.0 FTEs
- Professional human resources support for the UPS
- Six Centers of Excellence:
  - Communications & Outreach
  - Human Resources Information Systems & Records Administration
  - Organizational & Talent Development
  - Planning & Performance
  - Total Rewards
  - Workforce Strategy
Unified Personnel System Act

- Special Act of the Florida Legislature in 1975 created:
  - Pinellas County Unified Personnel System (UPS)
  - Unified Personnel Board
  - Personnel Department (now Human Resources)
Unified Personnel System Act

- Provide equal employment opportunities to qualified applicants
- Promote efficiency and economy in public service
- Eliminate discrepancies in hiring practices, benefits, discipline, pay scales, etc.
- Provide one centralized location for County job applicants
- Ensure that merit principles are followed for appointments, retention, pay, promotions, etc.
Unified Personnel System (UPS)

- 11 Appointing Authorities
- 3,053 employees

- Business Technology Services
- Clerk of the Circuit Court
- Construction Licensing Board
- County Administrator
- County Attorney
- Forward Pinellas
- Human Resources
- Office of Human Rights
- Property Appraiser
- Supervisor of Elections
- Tax Collector
HR Mission

- Cultivate a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County
- Aligns with the Board of County Commissioners’ strategic goal to Create a Quality Workforce in a Positive, Supportive Organization
Recognizing Success

- Work with partners to deliver the highest standards of service
- Partners include employees, volunteers, interns, the Personnel Board, the Employees’ Advisory Council (EAC), and the Appointing Authorities
2017 Key Accomplishments

- Adopted the Respectful Workplace Behavior/Anti-Bullying Policy

![Policy Image]
2017 Key Accomplishments

- Hurricane Irma: Two-thirds of the HR team completed an emergency assignment
2017 Key Accomplishments

- Created the Workforce Connections Committee
  - High schools and universities
  - Internships
  - Job fairs
  - Social media

[Images of people and posters related to workforce connections]
2017 Key Accomplishments

- Launched a Classification and Compensation Study
- Achieved 91% completion rate of the Job Assessment Tool (JAT)
2017 Key Accomplishments

- Provided a Total Compensation Statement to each employee
Employee Voice Survey

- Planned, implemented, and reported the 2017 Employee Voice Survey

### UPS Employee Responses - Response Rate: 74%

The following table contains the complete set of responses including “don’t know” responses. Green highlight indicates items new in 2017, yellow indicates a wording modification from 2016, and red indicates an item rated using a different scale in 2017 than in the 2015 Employee Voice Survey.

<table>
<thead>
<tr>
<th>How likely or unlikely are you to recommend working for Pinellas County to someone who asks?</th>
<th>Forbes rating</th>
<th>Forbes rating</th>
<th>Forbes rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Level of recommendation</td>
<td>89%</td>
<td>85%</td>
<td>89%</td>
</tr>
</tbody>
</table>

**Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLS COUNTY.**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Forbes rating 2015</th>
<th>Forbes rating 2016</th>
<th>Forbes rating 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Overall, I am satisfied with my job</td>
<td>85%</td>
<td>85%</td>
<td>83%</td>
</tr>
<tr>
<td>3 Overall, I feel positive about working for PINELLS COUNTY</td>
<td>87%</td>
<td>86%</td>
<td>84%</td>
</tr>
<tr>
<td>5 I am working for this organization a year from now</td>
<td>89%</td>
<td>87%</td>
<td>88%</td>
</tr>
<tr>
<td>6 Feel positively challenged in my current job</td>
<td>78%</td>
<td>80%</td>
<td>78%</td>
</tr>
<tr>
<td>7 I have good friends at work</td>
<td>86%</td>
<td>85%</td>
<td>86%</td>
</tr>
<tr>
<td>8 I know what is expected of me at work</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>9 I have the opportunity to do what I do best every day at work</td>
<td>80%</td>
<td>79%</td>
<td>77%</td>
</tr>
<tr>
<td>10 My values match or fit with the values of this organization</td>
<td>80%</td>
<td>83%</td>
<td>80%</td>
</tr>
</tbody>
</table>

**Please rate the quality of each of the following aspects of working for your DEPARTMENT.**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Forbes rating 2015</th>
<th>Forbes rating 2016</th>
<th>Forbes rating 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 The working relationships in my department overall</td>
<td>70%</td>
<td>60%</td>
<td>68%</td>
</tr>
<tr>
<td>15 Developing a culture of inclusion</td>
<td>88%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>16 Communication among all members of my department</td>
<td>86%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>17 The work being done at my department overall</td>
<td>82%</td>
<td>81%</td>
<td>81%</td>
</tr>
<tr>
<td>18 Overall staff morale</td>
<td>73%</td>
<td>69%</td>
<td>72%</td>
</tr>
<tr>
<td>19 A respectful atmosphere</td>
<td>78%</td>
<td>68%</td>
<td>65%</td>
</tr>
<tr>
<td>20 Maintaining standards of ethical behavior</td>
<td>72%</td>
<td>67%</td>
<td>59%</td>
</tr>
<tr>
<td>21 Maintaining a work environment that is free of violence</td>
<td>91%</td>
<td>81%</td>
<td>77%</td>
</tr>
<tr>
<td>22 Maintaining a work environment that is free of harassment</td>
<td>78%</td>
<td>81%</td>
<td>77%</td>
</tr>
<tr>
<td>23 Maintaining a work environment that is free of drug or alcohol abuse</td>
<td>83%</td>
<td>82%</td>
<td>78%</td>
</tr>
<tr>
<td>24 Maintaining a work environment that is free of mistreatment</td>
<td>82%</td>
<td>78%</td>
<td>74%</td>
</tr>
<tr>
<td>25 Compensation (salary and benefits) compared with similar opportunities</td>
<td>46%</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>26 Defining department performance objectives</td>
<td>67%</td>
<td>49%</td>
<td>50%</td>
</tr>
<tr>
<td>27 Supporting continuous learning and development</td>
<td>72%</td>
<td>69%</td>
<td>69%</td>
</tr>
<tr>
<td>28 Opportunities to develop a career path</td>
<td>52%</td>
<td>50%</td>
<td>65%</td>
</tr>
<tr>
<td>29 Work schedule flexibility (e.g., flex-time, alternate work schedule, etc.)</td>
<td>74%</td>
<td>68%</td>
<td>68%</td>
</tr>
<tr>
<td>30 Availability of necessary materials, resources and equipment to do the job effectively</td>
<td>77%</td>
<td>74%</td>
<td>75%</td>
</tr>
<tr>
<td>31 Providing individual and group work spaces to do the job effectively</td>
<td>76%</td>
<td>73%</td>
<td>75%</td>
</tr>
</tbody>
</table>
Employee Voice Survey

- Participation rate of 74%
- Nine in ten (89%) employees would recommend working for Pinellas County
Engagement Indicators from Employee Voice Survey

- **#56 Clarity of Direction**
  - HR 2017 Positive Rating: 81%
  - HR 2015 Positive Rating: 39%
  - UPS 2017 Positive Rating: 63%

- **#11 Recognition**
  - HR 2017 Positive Rating: 94%
  - HR 2015 Positive Rating: 70%
  - UPS 2017 Positive Rating: 75%

- **#55 Employee Involvement**
  - HR 2017 Positive Rating: 81%
  - HR 2015 Positive Rating: 52%
  - UPS 2017 Positive Rating: 67%
Engagement Indicators from Employee Voice Survey

- #32 Support Development: 78% (HR 2017), 65% (HR 2015), 72% (UPS 2017)
- #52 Informing Employees: 75% (HR 2017), 50% (HR 2015), 69% (UPS 2017)
- #20 Modeling Ethical Behavior: 84% (HR 2017), 55% (HR 2015), 71% (UPS 2017)
2018 Priorities

- Classification and Compensation Study
- Workforce pipeline
- 2017 Employee Voice Survey findings
- Learning paths and training courses
2018 Priorities

- Health, wellness and financial education
- Assessing benefits and wellness programs
2018 Priorities

- Promoting diversity and inclusion
Thank you
Overview

• Study Goals

• Project Phases

• Employee Meetings

• Current System Review

• JAT Responses

• Compensation Survey

• Next Steps
Study Goals

• Review current classification and compensation system to ensure internal equity

• Survey peer organizations to ensure external equity

• Produce recommendations to provide the organization with a classification and compensation system that is equitable, both internally and externally
Project Phases

Phase 1: Outreach
- Employee Meetings
- Job Data (JATs)

Phase 2: Classification
- Classification Structure
- Career Path

Phase 3: Compensation
- Comp Survey
- Market Positioning

Phase 4: Solution
- Implementation Options
- Reporting
Employee Meetings
Comments - Positive

• **Benefits** – The County’s employees expressed that the benefits package, specifically paying the majority of the cost for individual coverage, working conditions, and the pride they feel by serving their community, played a positive role in affecting morale.

• **Culture** – Several employees described the quality of people they work with as the number one reason they’ve stayed with the organization. Many also cited having a wonderful relationship with their direct supervisor as a key reason for staying.

• **Environment** – Many County employees expressed that the county’s vast and lush green space, scenery and trails to be a true gem and advantage in quality of life compared to close by cities and within metro-Miami.

• **Schedule** – With a few exceptions, employees expressed their satisfaction with the hours worked leading to a greater work life balance, especially by having weekends off as well as designated paid time off.
Employee Meetings
Comments - Concerns

• **External Equity** – Feedback on the competitiveness of pay in Pinellas County was mixed, with some employees sharing that their starting pay is lower than in other municipalities but they have decent opportunities to increase pay thanks to the career ladder.

• **Internal Equity** – There was slight concern that within some departments, subordinates are more highly paid and have a higher earning potential compared to their supervisors.

• **Professional Development** – A number of employees indicated that opportunities for advancement via the “career ladder” was amazing and worked in their favor. Others indicated that this ladder was more prevalent in the past but they have not seen enough positive change come from it in recent years.
Employee Meetings
Comments – Concerns

• **Pay Increases** – The general consensus is that salary increases across all major departments are not consistent or equitable.

• **Performance Management** – Some positives from a Supervisor’s viewpoint were that it does not take too long to complete. On the other hand, Supervisors mentioned the importance of giving employees feedback more than just quarterly. The general perception of the current evaluation process is currently undesirable.
Current System Review

• Strength:
  ➢ The County has avoided letting employees stay at the minimum or maximum of their pay grades.
  ➢ The County has a very strong, positive relationship between tenure and pay grade penetration.

• Weakness:
  ➢ Range spread, generally recommended to be between 50-70 percent, varies across several grades. The County’s three plans have range spreads varying from 48.7 percent up to 86.4 percent, even after removing the banded pay grades.
  ➢ There appears to be some compression in some pay ranges.
JAT Completion

- Number of JATs issued: 3,057
- Number of JATs completed: 2,706 (88.5%)
- Number of JATs reviewed by supervisor: 2,489 (91.9%)
- Variation in response: 164 (.06%)
Compression Analysis

- Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and/or responsibility.

  - **Range Compression** – employees in the same job, but with different levels of experience not possessing sufficient pay variation.

  - **Rank Compression** – employees in a supervisor-supervisee relationship not possessing sufficient pay variation.
Average vs. Expected Salary

- Expected salary is calculated using a thirty-year progression (e.g., employee would expect to be at midpoint after 15 years in the position and at maximum after 30 years).

- Majority of employees are paid more than 10 percent above what they would expect based on their class years.
### Average vs. Expected Salary

- Same data as previous slide
- Breakdown by pay grade shows that a majority of employees are paid more than 10 percent above the expected amount based on class years.

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<th>10% to 0</th>
<th>0 to 10%</th>
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</table>
Comp Survey

- Salary and benefits survey resulted in 19 responses.

- All responses are adjusted for cost of living differentials.

- Salary ranges and average actuals were collected from the respondents.

- A total of 134 jobs were benchmarked representing all participating parties.
### Market Comparison Results

<table>
<thead>
<tr>
<th></th>
<th>Public Sector (Primary Market Survey)</th>
<th>Private Sector (Economic Research Institute)</th>
<th>Blended Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum</td>
<td>-12.3%</td>
<td>-11.9%</td>
<td>-8.8%</td>
</tr>
<tr>
<td>Maximum</td>
<td>-5.0%</td>
<td></td>
<td>-4.5%</td>
</tr>
<tr>
<td>Avg. Actual</td>
<td>0.4%</td>
<td></td>
<td>-8.7%</td>
</tr>
</tbody>
</table>

On average, Pinellas County:

- meets the public sector market in range and actual pay;
- lags the private sector market in range and actual pay;
- lags the blended (public/private) sector market in range and actual pay.

In summary, among those classifications with high levels of private sector representation, the average actual differential will impact recruitment and retention at the extremes.
## Total Comp Results

### Total Compensation Results

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Public Sector (Primary Market Survey)</th>
<th>Private Sector (Economic Research Institute)</th>
<th>Blended Comparison (Average)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries Only</td>
<td>2.3%</td>
<td>-0.8%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Total Compensation</td>
<td>7.8%</td>
<td>4.9%</td>
<td>6.1%</td>
</tr>
</tbody>
</table>

- Pinellas County reported that benefits compose 40% of total compensation.
- The average percentage reported by public sector peers was 32%.
- An estimate of 28% was used to represent the private sector.
**Solution Options**

- Three distinct classification/compensation structure proposals
  - Option 1 – A banded structure consisting of 8 unique career bands with varying compensation levels
  - Option 2 – Minor consolidation of current classification system. Singular unified pay plan
  - Option 3 – Moderate consolidation of current classification system. Singular unified pay plan
# Solution Pros and Cons

<table>
<thead>
<tr>
<th>Option</th>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
</table>
| 1 – Banded Structure        | • Maximizes flexibility  
                              | • Simplifies system  
                              | • Accommodates future growth and change  
                              | • Longer implementation  
                              | • Change management  
                              | • Technology cost  
                              | • Structural cost to implement  
                              | 2 – Minor Consolidation  
                              | • Maintains current structure  
                              | • Ease of transition  
                              | • Ease of employee acceptance  
                              | • Preserves current structural issues  
                              | • Will not be perceived as sufficient by employees  
                              | 3 – Moderate Consolidation  
                              | • Maintains current structure  
                              | • Addresses most classification issues  
                              | • Improves career paths  
                              | • Ease of transition  
                              | • Higher cost than minor consolidation  
                              | • More change management than minor consolidation |
Considerations

• Three considerations for the solution:

  • Market approach (public, blended, blended adjusted for total comp)

  • Solution Option (banded, minor adjustment to current, more adjustment to current)

  • Implementation Option (bring to min, bring to midpoint, 80% of midpoint, five years equals midpoint, and five year progression to midpoint)
**Solution Example**

Ex. Employee has been in the role for 6 months.

<table>
<thead>
<tr>
<th>Current Title</th>
<th>Recommended Title</th>
<th>Recommended Grade</th>
<th>Implementation Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Specialist, Senior</td>
<td>Specialist 3</td>
<td>Specialist 3</td>
<td>Bring to Minimum</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Cost</td>
</tr>
<tr>
<td>Option 1 (Public Only)</td>
<td>Specialist 3</td>
<td>Specialist 3</td>
<td>$0.00</td>
</tr>
<tr>
<td>Option 1 (Blended)</td>
<td>Specialist 3</td>
<td>Specialist 3</td>
<td>$1,520.83</td>
</tr>
<tr>
<td>Option 1 (Blended) – Total Comp</td>
<td>Specialist 3</td>
<td>Specialist 3</td>
<td>$1,358.10</td>
</tr>
<tr>
<td>Option 2 (Public Only)</td>
<td>Office Specialist 2</td>
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<td>$0.00</td>
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<tr>
<td>Option 2 (Blended)</td>
<td>Office Specialist 2</td>
<td>5</td>
<td>$4,167.50</td>
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<tr>
<td>Option 2 (Blended) – Total Comp</td>
<td>Office Specialist 2</td>
<td>5</td>
<td>$3,721.58</td>
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<tr>
<td>Option 3 (Public Only)</td>
<td>Office Specialist 2</td>
<td>6</td>
<td>$1,083.01</td>
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<tr>
<td>Option 3 (Blended)</td>
<td>Office Specialist 2</td>
<td>6</td>
<td>$5,651.40</td>
</tr>
<tr>
<td>Option 3 (Blended) – Total Comp</td>
<td>Office Specialist 2</td>
<td>6</td>
<td>$5,066.70</td>
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</table>
Next Steps

- Finalize implementation plan – April - June 2018
  - Select alternative
  - Communicate alternative
  - Address concerns
  - Submit written report

- Revised class descriptions – June and July 2018
  - Create new class descriptions
  - Revise current class descriptions
Pinellas County Human Resources

Strategic Plan

2018 – 2020

Positioning Pinellas County Government as a top-choice employer in the Tampa Bay region.
# Table of Contents

Message from the Director.................................................................3

Human Resources  
  Who We Are..................................................................................4  
  Who We Serve..............................................................................5

Foundation of the Strategic Plan.......................................................6

The Planning Process........................................................................7

The Strategic Focus Areas  
  Overview ........................................................................................8  
  Strategies, Initiatives, Indicators .................................................9  
  Performance Indicators ...............................................................20

Preparing Human Resources for the Future.................................22

Appendices .......................................................................................23  
  The Unified Personnel System ..................................................23  
  Human Resources Centers of Excellence..................................25

Acknowledgments............................................................................27

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Cover photograph provided courtesy of Pinellas County Marketing and Communications Department.

Photograph provided courtesy of Pinellas County Marketing and Communications Department.
When I interact with leaders and employees across the Unified Personnel System (UPS) and ask them what they perceive as the purpose of Human Resources (HR) and what they need from HR, I hear a variety of responses. As a service organization to 10 other unique appointing authorities that make up the UPS, Human Resources is often challenged with staying focused on our mission while responding positively to the requests and interests of all whom we serve.

The purpose of this 2018-2020 Strategic Plan is to provide the HR team with a road map to guide us toward realizing our vision of positioning Pinellas County Government as a top-choice employer in the Tampa Bay region. It is to help keep us focused when confronted with an array of demands for our attention. The Strategic Plan is also an important communication tool for our stakeholders … this is what you should expect from your HR department. This is our service compact.

A Fundamental Influence

The desired outcome of any government organization is to protect and enhance the quality of life of its citizens, and the services provided to respective constituents, at every level of government, are largely driven by the people employed by public sector organizations. Employees who are skilled at what they do, who are committed to the public good, and who act in an innovative, ethical and responsible manner create efficient, effective, and responsible government. Because the business of HR revolves around human capital resource management, HR professionals have the opportunity to help fundamentally influence and shape organizational outcomes.

The four focus areas of our Strategic Plan — Diverse Workforce; Talented Workforce; Engaged Workforce; and Prepared to Serve — are linked to our mission to “Cultivate a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County.” The UPS is already made up of individuals with unique backgrounds and perspectives, and it is expected that over the next several years we will have the opportunity to further enhance the diversity of our workforce.

Similarly, the nature of work performed across the UPS is constantly changing to adjust to new regulations and new technologies; and to keep up we will need individuals with the right talent to ensure organizational success.

Why cultivate an engaged workforce? Engaged employees find personal meaning and pride in their work and are therefore more likely to expend discretionary effort to ensure the success of their colleagues and their organization. Employee engagement is directly linked to organizational success.

Finally, it is not sufficient to have in place diverse, talented, and engaged team members. To provide the highest standards of public service, we must all work together to ensure each member of the Unified Personnel System is prepared to effectively serve the citizens of this great County.

“If you don’t know where you’re going, any road will get you there.”
~ Lewis Carroll
Human Resources (HR) provides strategic and administrative support for the Unified Personnel System. Our driving motivation is to become a trusted solution partner for every member of the Unified Personnel System. In addition, the HR team is committed to cultivating a diverse, talented, and engaged workforce prepared to serve the citizens of Pinellas County.

**Centers of Excellence**

HR’s structure is evolving to meet the service needs of our customers. Each of our Centers of Excellence (COE) contributes to all of the aspects of the Human Resources mission. Service excellence is the hallmark of all our strategies, programs and day-to-day operations. We believe in listening and being receptive, in honoring our partners’, customers’, and coworkers’ experiences, and continually preparing employees and the organization as a whole to contribute to the greater good.

In addition to Administration, Human Resources is organized into six Centers of Excellence:

- **Communications and Outreach** (*Website, Publications, Volunteer Services*)
- **Human Resources Information System (HRIS) and Records Administration** (*Personnel Records, New Employee Processing, HR Analytics*)
- **Organizational and Talent Development** (*Learning Opportunities, Leadership Development*)
- **Planning and Performance** (*Employee Relations, HR Business Partners, Strategic Planning*)
- **Total Rewards** (*Benefits, Wellness, Classification and Compensation*)
- **Workforce Strategy** (*Employment, Talent Acquisition Strategy*)

**Administration** provides guidance and manages rules and policies, the department budget, and public records requests; provides Personnel Board support, grievance administration, and purchasing.

The **Leadership Team** is comprised of the Director, the Managers and Officers of the Centers of Excellence, and the Business Partners.

See [Appendix 2 on page 25](#) for further details.
Government Structure

Pinellas County is a Charter County of the State of Florida providing a full range of government services. Municipal services are provided to the unincorporated areas of the County within the Municipal Services Taxing District.

The Board of County Commissioners is the legislative body for Pinellas County Government. Three Commissioners are elected at large but live in specific districts; four Commissioners are elected from single-member districts.

The Constitutional Officers of the County are the Clerk of the Circuit Court and Comptroller, the Property Appraiser, the Sheriff, the Supervisor of Elections and the Tax Collector.

The Unified Personnel System

Pinellas County’s Unified Personnel System (UPS) was established in 1975 by a special act of the Florida Legislature. The Unified Personnel System is composed of 11 different members or “Appointing Authorities.” The Appointing Authorities are:

- Business Technology Services
- Clerk of the Circuit Court and Comptroller
- Construction Licensing Board
- County Administrator
- County Attorney
- Forward Pinellas
- Human Resources
- Human Rights
- Property Appraiser
- Supervisor of Elections
- Tax Collector.

At the close of 2017, the UPS had 3,025 employees (2,371 classified and 654 exempt) which are distributed into more than 600 job classifications. See Appendix 1 on page 23 for further details.
Our vision, mission and core values provide the foundation for the development of the priority areas.

**Vision**

To position Pinellas County Government as a top-choice employer in the Tampa Bay region.

**Mission**

Cultivate a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County.

**Values**

Earn a reputation as a trusted solution partner through every interaction by demonstrating:

**Credibility**

- Demonstrate integrity
- Maintain confidentiality
- Share expertise in HR laws, practices and industry trends
- Own mistakes and make things right

**Fairness**

- Apply rules and policies fairly
- Serve as an honest broker

**Respect**

- Serve with a professional approach
- Communicate by listening first and responding with empathy

**Service**

- Keep commitments and meet deadlines
- Respond in a timely manner
- Work toward effective solutions
Pinellas County Human Resources began this strategic planning process in 2016 after the appointment of Holly Schoenherr, Ph.D. as the Human Resources Director.

**The first six months were spent assessing the environment.** As is typical in a SWOT analysis, the Strengths, Weaknesses, Opportunities and Threats were evaluated. This is an ongoing process for thinking strategically, not a “one and done” concept.

**In the calendar year 2017, all Human Resources employees participated in a collaborative processes to establish the Vision, Mission and Values of the department.** Input from all stakeholders was used to inform the collective effort, in order to create a firm foundation upon which to build the plan.

As Human Resources staff was formulating the body of the plan, more extensive work went into articulating and living the organizational values. HR’s strategic planning has included addressing the perspectives of all HR employees so that they can better meet the needs of the organization. The importance of “walking the talk” in order to create organizational trust, has been a focal point for building a solid platform leading up to the kick-off for the Human Resources Strategic Plan. Shoring up day-to-day services, as well as emphasizing key strategic areas in all COEs has become a focus for each staff member.

The HR organization was aligned through establishing Centers of Excellence, and in positioning them effectively for synergy in carrying out actions to meet the overall organizational priorities.

After additional feedback was received through the UPS-wide 2017 Employee Voice Survey, face-to-face meetings, focus group feedback, and the HR Director’s performance review in 2018, the final HR Strategic Plan took shape to bridge the distance between the current state and the overall vision for Pinellas County Human Resources and service to its customers.

**In the fall of 2017, Strategic Focus Areas were established** collectively among HR staff in large group settings. At the start, subgroups were formed for each of the four priority areas (diverse, talented, engaged, prepared to serve) to establish Strategic Focus Areas (i.e. goals), Initiatives (i.e. strategies), and Performance Indicators (i.e. measures) for the 2018-2020 HR Strategic Plan. Performance Indicators have been selected to measure progress toward Strategic Focus Areas over the next three years.

**The plan was finalized in May 2018.** Performance indicators will be reported as part of the annual report (with quarterly reports). Adjustments to the plan will be made accordingly, in response performance indicators and stakeholder feedback.
# Strategic Focus Areas - Overview

<table>
<thead>
<tr>
<th>Strategic Focus Areas</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| **1. Diverse Workforce:** *Diverse and Inclusive Culture* | 1:1 Facilitate diversity in recruitment, retention and promotional opportunities  
1:2 Integrate inclusion into all HR policies and practices  
1:3 Promote the benefits of a diverse and inclusive culture |
| **2. Talented Workforce:** *Learning Culture; Innovation and Creativity* | 2:1 Attract and hire a diverse, talented and engaged workforce  
2:2 Develop a diverse, talented and engaged workforce to meet the needs of our citizens/customers |
| **3. Engaged Workforce:** *Positive and Engaging Work Environment* | 3:1 Foster an environment where employees and volunteers feel valued  
3:2 Encourage employees to seek opportunities for continuous improvement  
3:3 Cultivate an atmosphere in HR that embraces open communication and generates trust |
| **4. Prepared to Effectively Serve:** *Service Excellence; Health and Wellness* | 4:1 Cultivate employee success and well-being by implementing an effective employee lifecycle experience (from hire through retire)  
4:2 Deliver effective and efficient customer experiences by awareness and understanding of the needs of our citizens and partners  
4:3 Provide valuable communications for greater transparency and consistency |
1. Diverse Workforce: Diverse and Inclusive Culture
   
   Foster a diverse and inclusive culture to attract and retain a quality workforce

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>1:1 Facilitate diversity in recruitment, retention and promotional opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(a) Capture and review diversity analytics, partnering with the Office of Human Rights (PP)</td>
</tr>
<tr>
<td></td>
<td>(b) Increase community outreach in targeted demographic areas (WS)</td>
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<tr>
<td></td>
<td>(c) Increase multicultural print and social media presence and break through language barriers (WS) (C)</td>
</tr>
<tr>
<td></td>
<td>(d) Attract diverse applicants through varied advertising efforts (WS)</td>
</tr>
<tr>
<td></td>
<td>(e) Form diversity advocates throughout the UPS, form and support Diversity and Inclusion Work Group; provide development to the group (OTD)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
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<tbody>
<tr>
<td></td>
<td>• The effectiveness of rewards and recognition (establish baseline) (C)</td>
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<tr>
<td></td>
<td>• Number of overall days positions were vacant due to each part of hiring process (establish baseline) (WS)</td>
</tr>
<tr>
<td></td>
<td>• Retention of new hires within the first year (WS)</td>
</tr>
</tbody>
</table>

All of the initiatives furthering the strategic focus areas are integrated into the foundational responsibilities for the Centers of Excellence under Appendix 2, page 25. The primary responsibility for each initiative is indicated in parenthesis:

C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy
**Strategic Focus Areas - Strategies, Initiatives, Indicators - continued**

C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy

### 1. Diverse Workforce: Diverse and Inclusive Culture - continued

Foster a diverse and inclusive culture to attract and retain a quality workforce

#### 1:2 Integrate inclusion into all HR policies and practices

- **(a)** Form an HR policy review committee from HR staff representing all COEs to evaluate HR policies on a bi-annual and needed change basis (PP)
- **(b)** Review HR policies and practices and revise for alignment with diversity initiatives (PP)
- **(c)** Develop HR staff in emotional intelligence and cultural competence (OTD)
- **(d)** Improve exit interview process to capture information before the employee leaves the organization, analyzing data for trends; share with Appointing Authorities and encourage involvement in process throughout UPS (PP)

#### 1:2

- Disciplinary actions impacting positive change of behavior - respondent percent (PP)
- Grievances resulting in resolution - respondent percent (PP)
- Investigations resulting in resolution - respondent percent (PP)
- Exit interviews complete - percent of number exiting (PP)
- Retention of new hires within the first year - 75% (WS)
- Policy review completed (PP)
- HR process map completed - percent (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- Develop HR employees for knowledge needs of the department - percent (LT)
- All learning and development opportunities - attendees able to apply learning in work setting (LT)
1. Diverse Workforce: Diverse and Inclusive Culture - continued

Foster a diverse and inclusive culture to attract and retain a quality workforce

1:3 Promote the benefits of a diverse and inclusive culture
   (a) Educate Appointing Authorities and managers about the importance of integrating inclusion into practices for recruitment, retention and promotional opportunities (WS) (OTD)
   (b) Consult with hiring managers on hiring and promotion practices (WS)
   (c) Integrate cultural competence into all training programs (OTD)
   (d) Leverage Business Partner relationships for promoting cultural competence (PP)
   (e) Work with managers to facilitate welcoming and inclusive work environments (OTD) (PP)

1:3
- Retention of new hires within the first year - percent (WS)
### Strategic Focus Areas - Strategies, Initiatives, Indicators - continued

**C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy**

#### 2. Talented Workforce: Learning Culture; Innovation and Creativity
*Cultivate a talented workforce equipped for and invested in making a difference in our community*

**2:1 Attract and hire a diverse, talented and engaged workforce**

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Provide a user-friendly applicant experience (WS)</td>
<td>▪ Number of overall days positions were vacant due to each part of hiring process (WS)</td>
</tr>
<tr>
<td>(b) Provide an appealing and easy to navigate hiring process (WS) (C)</td>
<td>▪ Retention of new hires within the first year - percent (WS)</td>
</tr>
<tr>
<td>(c) Collaborate with managers and applicants to clarify and improve hiring process (WS)</td>
<td>▪ Successful recruitments – percent satisfactory (WS)</td>
</tr>
<tr>
<td></td>
<td>▪ Percent UPS employees satisfied with total compensation - percent(TR)</td>
</tr>
<tr>
<td></td>
<td>▪ Wellness Program participation by active employee/spouse - number (TR)</td>
</tr>
</tbody>
</table>

Photograph provided courtesy of Pinellas County Marketing and Communications Department.
2. Talented Workforce: Learning Culture; Innovation and Creativity - continued

Cultivate a talented workforce equipped for and invested in making a difference in our community

2:2 Develop a diverse, talented and engaged workforce to meet the needs of our citizens/customers

(a) Develop Individual Development Plans for all HR employees; assure competencies are aligned with overall Strategic Plan (OTD) (PP)
(b) Assess upcoming vacancies in consultation with hiring managers UPS-wide for succession planning (OTD) (PP)
(c) Promote tuition reimbursement benefits (OTD) (C)
(d) Enhance talent coaching and mentoring (OTD) (PP)
(e) Update current onboarding program to promote professional development foundation (OTD)
(f) Integrate and measure application of learning from classes into work groups (OTD)

2:2

▪ Effectiveness of rewards and recognition (C)
▪ Disciplinary actions impacting positive change of behavior – percent of respondent (PP)
▪ Grievances resulting in resolution - respondent percent (PP)
▪ Investigations resulting in solution - respondent percent (PP)
▪ Exit interviews completed - percent of number exiting (PP)
▪ Retention of new hires within the first year - percent (WS)
▪ Internal promotions /open positions - percent (WS)
▪ In the last quarter, someone had a conversation with me about performance – HR/PC (All)
▪ Individual Development Plans (IDPs) established for HR employees - percent (All)
▪ HR core competencies established and utilized for performance management (All)
▪ HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
▪ HR employee development for knowledge needs - percent (LT)
▪ All training opportunities – attendees able to apply learning in work setting (LT)
### Strategic Focus Areas - Strategies, Initiatives, Indicators - continued

C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy

#### 3. Engaged Workforce: Positive and Engaging Work Environment

*Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best and feel valued*

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3:1 Foster an environment where employees and volunteers feel valued</strong></td>
<td><strong>3:1</strong></td>
</tr>
<tr>
<td>(a) Assist Appointing Authorities throughout the UPS to identify areas to maximize employee engagement (PP)</td>
<td>▪ Effectiveness of rewards and recognition (C)</td>
</tr>
<tr>
<td>(b) Improve role clarification and expectations within HR and offer consultation to UPS organization through HR business partners (PP)</td>
<td>▪ Internal promotions / open positions - percent (WS)</td>
</tr>
<tr>
<td>(c) Develop supervisors/managers on fair and consistent leadership practices in effective feedback and recognition (OTD)</td>
<td>▪ Number of hours served by volunteers (C)</td>
</tr>
<tr>
<td>(d) Reward and recognize employees and volunteers throughout UPS (C)</td>
<td>▪ Number of hours served by interns / externs (C)</td>
</tr>
<tr>
<td>(e) Maintain guidelines for competitive and fair total compensation to advance market competitiveness (TR)</td>
<td>▪ Percent UPS employees satisfied with total compensation (TR)</td>
</tr>
<tr>
<td>(f) Revitalize employee suggestion awards program (C)</td>
<td>▪ Wellness Program participation (active employee/spouse) (TR)</td>
</tr>
<tr>
<td></td>
<td>▪ IDPs established for HR employees - percent (All)</td>
</tr>
<tr>
<td></td>
<td>▪ HR Leadership Team 360 feedback completed and integrated into performance goals (LT)</td>
</tr>
<tr>
<td></td>
<td>▪ All training opportunities – attendees able to apply learning in work setting (OTD)</td>
</tr>
</tbody>
</table>
3. Engaged Workforce: Positive and Engaging Work Environment - continued

**Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best and feel valued**

### 3:2 Encourage employees to seek opportunities for continuous improvement

- (a) Continue to enhance quality choices for employee and retiree benefits (TR)
- (b) Integrate principles of employee engagement into onboarding process (OTD)
- (c) Develop workplace scheduling flexibility toolkit (PP)
- (d) Partner throughout UPS to provide resources for improvement of employee engagement (PP)
- (e) Assess and address recommendations from compensation study to provide competitive and fair total compensation (TR)

### Indicators

- Disciplinary actions impacting positive change of behavior – percent of respondents (PP)
- Grievances resulting in resolution - percent of respondents (PP)
- Investigations resulting in solution - percent in respondents (PP)
- Exit interviews completed - percent of number exiting (PP)
- Number of overall days positions were vacant due to each part of hiring process (WS)
- Re-recruitments for same position – number (WS)
- Health benefits payments per employee (employer paid health and dental) (TR)
- UPS employees satisfied with total compensation - percent (TR)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- HR core competencies established and utilized for performance management (All)
- HR employee development for knowledge needs - percent (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
3. Engaged Workforce: Positive and Engaging Work Environment - continued

Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best and feel valued.

### 3:3 Cultivate an atmosphere in HR that embraces open communication and generates trust

- (a) Ensure anonymity and confidentiality throughout HR (PP)
- (b) Develop bi-annual HR process review for improvement and alignment (All)
- (c) Develop and evaluate communications methods for effectiveness using appropriate channels for the audience, and messaging (C)

### 3:3 Effectiveness of rewards and recognition (C)
- Disciplinary actions impacting positive change of behavior – percent of respondents (PP)
- Grievances resulting in resolution - percent of respondents (PP)
- Investigations resulting in solution - percent in respondents (PP)
- Exit interviews completed - percent of number exiting (PP)
- Number of overall days positions were vacant due to each part of hiring process (WS)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- HR process map timeline completed - percent (All)
- HR core competencies established and utilized for performance management (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals
- Develop HR employees for knowledge needs of department - percent (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
- HR budget performance - within forecast (All)
- Contract renewals within timelines - percent (All)
- Annual evaluation of contracts (All)
- Analytics created to capture indicators (All)
C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy

### 4. Prepared to Effectively Serve: Service Excellence; Health and Wellness

_Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services_

#### 4:1 Cultivate employee success and well being by implementing an effective employee life cycle experience (from hire through retire)

(a) Provide user-friendly processes consistently keeping our customers in mind throughout HR (All)
(b) Process map to evaluate and create seamlessness between COEs (All) (PP)
(c) Support proactive wellness initiatives to encourage overall health of employees (TR)
(d) Provide overall system of learning including multiple methods in formal training and everyday learning (OTD)
(e) Enhance education and communication of benefits available to employees and retirees (TR) (C)
(f) Create understanding of needed competencies for all positions in HR, and provide consultation for the same for the UPS organization through HR business partner interactions and learning opportunities (PP)

#### Indicators

<table>
<thead>
<tr>
<th>4:1</th>
<th>Effectiveness of rewards and recognition (C)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Disciplinary actions impacting positive change of behavior – percent of respondents (PP)</td>
</tr>
<tr>
<td></td>
<td>Grievances resulting in resolution - percent of respondents (PP)</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
<td>Number of overall days positions were vacant due to each part of hiring process (WS)</td>
</tr>
<tr>
<td></td>
<td>Retention of new hires within the first year - percent (WS)</td>
</tr>
<tr>
<td></td>
<td>Internal promotions /open positions - percent (WS)</td>
</tr>
<tr>
<td></td>
<td>Health benefits payments per employee (employer paid health and dental) (TR)</td>
</tr>
<tr>
<td></td>
<td>Percent UPS employees satisfied with total compensation (TR)</td>
</tr>
<tr>
<td></td>
<td>Wellness Program participation (active employee/spouse) (TR)</td>
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<tr>
<td></td>
<td>Policy review timeline completed - percent (All)</td>
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<td></td>
<td>HR process map timeline completed -percent (All)</td>
</tr>
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<td>HR core competencies established and utilized for performance management (All)</td>
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<td>HR Leadership Team 360 feedback completed and integrated into performance goals (LT)</td>
</tr>
<tr>
<td></td>
<td>Develop HR employees for knowledge needs of department - percent (LT)</td>
</tr>
<tr>
<td></td>
<td>All training opportunities – attendees able to apply learning in work setting (OTD)</td>
</tr>
</tbody>
</table>
C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy

4. Prepared to Effectively Serve: Service Excellence; Health and Wellness - continued
Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| 4:2 Deliver effective and efficient customer experiences by awareness and understanding of the needs of our citizens and partners | ▪ Number of overall days positions were vacant due to each part of hiring process (WS)  
▪ Re-recruitments for same position – number (WS)  
▪ Number of hours served by volunteers (C)  
▪ Number of hours served by interns /externs (C)  
▪ HRIS information accuracy - percent (HRIS)  
▪ Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)  
▪ Customer response time – initial response  
▪ HR process map timeline completed - percent (All)  
▪ HR core competencies established and utilized for performance management (All)  
▪ HR Leadership Team 360 feedback completed and integrated into performance goals (LT)  
▪ Develop HR employees for knowledge needs of department- percent (LT)  
▪ HR budget performance - within forecast (All)  
▪ Contract renewals within timelines - percent (All)  
▪ Annual evaluation of contracts (All)  
▪ Analytics created to capture indicators (All) |
4. Prepared to Effectively Serve: Service Excellence; Health and Wellness - continued

Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services

4:3 Provide valuable communications for greater transparency and consistency

(a) Establish feedback mechanisms for all HR procedures and practices, to foster effective and consistent dialogue with partners and customers (C)
(b) Use active listening to understand customer needs and priorities (All)
(c) Evaluate and enhance effective internal and external communications using appropriate channels geared for the audience and messages (C)

4:3 Indicators

- HRIS information accuracy - percent (HRIS)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- Policy review timeline completed - percent (All)
- HR budget performance - within forecast (All)
- Contract renewals within timelines - percent (All)
- Annual evaluation of contracts (All)
- Analytics created to capture indicators (All)
## Strategic Focus Areas - Performance Indicators

<table>
<thead>
<tr>
<th>Strategic Planning Indicator</th>
<th>2018 Goal</th>
<th>2018 Actual</th>
<th>2019 Goal</th>
<th>2020 Goal</th>
<th>Trend-Prior</th>
<th>Initiative Targeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>C Effectiveness of rewards and recognition</td>
<td>establish</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:1; 2:2; 3:1; 3:3, 4:1</td>
</tr>
<tr>
<td>OTD All learning and development opportunities – attendees able to apply learning in work setting</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:1; 3:2, 3:3, 4:1</td>
</tr>
<tr>
<td>PP Disciplinary actions impacting positive change of behavior – percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3, 4:1</td>
</tr>
<tr>
<td>PP Grievances resulting in resolution - percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3, 4:1</td>
</tr>
<tr>
<td>PP Investigations resulting in solution - percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3, 4:1</td>
</tr>
<tr>
<td>PP Exit interviews completed - percent of number exiting</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3, 4:1</td>
</tr>
<tr>
<td>WS Number of overall days positions were vacant due to each part of hiring process</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:1; 2:1; 3:2, 3:3, 4:1; 4:2</td>
</tr>
<tr>
<td>WS Retention of new hires within the first year - percent</td>
<td>75 percent</td>
<td>80 percent</td>
<td>85 percent</td>
<td></td>
<td></td>
<td>1:1; 1:2; 1:3; 2:1; 2:2, 3:1, 4:1</td>
</tr>
<tr>
<td>WS Successful recruitments – percent satisfactory</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:1; 3:2; 4:2</td>
</tr>
<tr>
<td>WS Internal promotions /open positions - percent promoted</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:1; 4:1</td>
</tr>
<tr>
<td>C Number of hours served by volunteers</td>
<td>230,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>increase 3:1, 4:2</td>
</tr>
<tr>
<td>C Number of hours served by interns /externs</td>
<td>4,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>increase 3:1, 4:2</td>
</tr>
<tr>
<td>HRIS HRIS information accuracy - percent</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4:2; 4:3</td>
</tr>
<tr>
<td>TR Health benefits payments per employee (employer paid health and dental)</td>
<td>$20,020</td>
<td>$21,620</td>
<td></td>
<td></td>
<td></td>
<td>increase 3:2; 4:1</td>
</tr>
<tr>
<td>TR Percent UPS employees satisfied with total compensation</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:1; 3:1; 3:2; 4:1</td>
</tr>
<tr>
<td>TR Wellness Program participation (active employee/spouse) - number of attendees</td>
<td>5,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>increase 2:1; 3:1; 3:2, 4:1</td>
</tr>
</tbody>
</table>

**C** - Communications and Outreach, **HRIS** - Human Resources Information Systems and Records Administration, **LT** - Leadership Team, **OTD** - Organizational and Talent Development, **PP** - Planning and Performance, **TR** - Total Rewards, **WS** - Workforce Strategy
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</tr>
</thead>
<tbody>
<tr>
<td>All Annual HR Employee Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:2; 3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All Customer response time – initial response</td>
<td>1 bus. day</td>
<td></td>
<td>1 bus. day</td>
<td></td>
<td>decrease</td>
<td>4:2</td>
</tr>
<tr>
<td>All Policy review completed - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 4:1; 4:3</td>
</tr>
<tr>
<td>All IDPs established for HR employees - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:1; 4:1</td>
</tr>
<tr>
<td>All HR process map timeline completed - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>All HR core competencies established and utilized for performance management</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>LT HR Leadership Team 360 feedback completed and integrated into performance goals</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:1; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>LT Develop HR employees for knowledge needs in department - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>All HR budget performance - within forecast</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All Contract renewals within timelines - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All Annual evaluation of contracts</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All Analytics created to capture indicators</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
</tbody>
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Preparation of Human Resources for the Future

We will reinforce strategic priorities in Human Resources toward our mission of cultivating a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County by earning a trusted reputation. This means continual assessment of current processes across the department, and consistently evaluating how we can best meet changing needs of our existing and future stakeholders.

The Human Resources Strategic Plan will allow us to measure progress towards Strategic Focus Areas while developing a clearer line of sight for each HR employee towards the overall vision, so that we can make informed decisions each day that make the best use of resources.

As Human Resources thinks more holistically about addressing areas of opportunity in the UPS organization, the approach will leverage synergy between the HR Centers of Excellence. Assessing for the competencies needed for each role in the organization at hiring, as well as developing existing employees in HR, will be a focus for all stages of employment.

Developing future leaders capable of meeting the succession needs is more critical now than ever before. Human Resources will be implementing strategies through all the Centers of Excellence to help HR recognize areas where:

- knowledge sharing,
- developing future-focused competencies,
- assessing vacancies for role redefinition before hiring, and
- aligning organizational decision-making with business priorities

will help us and the larger organization prepare for the future.

All Human Resources employees will be a part of forming a customer-focused relationship with Appointing Authorities.

Human Resources employees will learn to keep the focus on strategic goals, as well as ways to measure progress toward these goals. Painting the picture of how each employee’s role fits in with the overall organizational plan will be a part of the communication process for all Human Resources activities. Collaboration begins with recognizing who should be at the table, then integrating involvement and feedback throughout the processes to make sure we stay on course and satisfy stakeholders. The framework for this approach will be put in place through the implementation of this 2018-2020 Strategic Plan.
Appendix 1: The Unified Personnel System (UPS)

Unified Personnel System (UPS)

Pinellas County’s Unified Personnel System was established in 1975 by a special act of the Florida Legislature. The Unified Personnel System is composed of 11 different members or “Appointing Authorities.” The Appointing Authorities are Business Technology Services, the Clerk of the Circuit Court and Comptroller, the Construction Licensing Board, the County Administrator, the County Attorney, Forward Pinellas, Human Resources, Human Rights, the Property Appraiser, the Supervisor of Elections, and the Tax Collector.

At the end of 2017, the UPS had 3,025 employees (2,371 classified and 654 exempt) which were distributed into more than 600 job classifications.

Unified Personnel System Act

Enacted by the Florida Legislature, the UPS Act established the Classified and Exempt Services, a seven member Personnel Board, a Personnel (Human Resources) Department, and prescribed terms and conditions of operation. The act’s purpose is to provide equal employment opportunities to qualified applicants for public service jobs and to promote efficiency and economy in public service. Some of the act’s objectives and effects were:

- Elimination of discrepancies in hiring practices, benefits, discipline, pay scales, etc.
- Providing one centralized location for County job applicants
- Ensuring that merit principles are followed for appointments, retention, pay, promotions, etc.

Merit System Principles

The UPS philosophy is based on merit system principles. These principles are the public’s expectations of a system that is efficient, effective, fair, open to all, free from political interference, and_staffed by honest and competent employees. Section 2301, Title 5, U.S. Code, applies only to federal agencies and not Pinellas County. However, it effectively outlines what merit system principles are.

To paraphrase:

- Recruiting qualified individuals from all segments of society and selecting and advancing employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
- Treating employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.
- Providing equal pay for equal work and recognizing excellent performance.
- Maintaining high standards of integrity, conduct, and concern for the public interest.
- Managing the work force efficiently and effectively.
- Rewarding, retaining, and separating employees on the basis of their performance.
- Educating and developing employees when it will result in better organizational or individual performance.
- Protecting employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.
- Protecting employees against reprisal for the lawful disclosure of information that uncovers illegal and/or wasteful activities.
**Appendix 1: The Unified Personnel System (UPS) - continued**

**Personnel Board**

The seven members of the Personnel Board each serve a two-year term. Two of the board members are appointed by the Board of County Commissioners, two by the Constitutional Officers, two by the Employees’ Advisory Council, and the seventh by the other six board members. The Director of Human Resources is appointed by and serves at the discretion of the Board. Personnel Board members have numerous responsibilities including:

- Approving Personnel Rules, pay plan adjustments, reclassification of positions and pay grade changes in accordance with the legislative act
- Requiring observance of the provisions of the act and its resulting rules and regulations
- Hearing and determining appeals and complaints concerning the administration of the act.

**Employees’ Advisory Council (EAC)**

The Unified Personnel System Act also officially sanctioned the Employees’ Advisory Council. Representing classified employees, the EAC serves in an advisory capacity to the Personnel Board concerning personnel matters, policies, rules and regulations. Its mission is to “continually improve employees’ quality of work life.” The EAC currently consists of 15 elected representatives allocated to the various Appointing Authorities. The EAC structure includes delegates at every worksite throughout the County. These delegates serve as an up-and-down communication link between employees at their work locations and the Council’s representatives.

**Personnel Rules**

The Personnel Rules prescribe employment policies and practices that all Appointing Authorities in the Unified Personnel System must follow. Each of these rules was established by approval of the Personnel Board and can only be modified with the board’s approval. The Appointing Authorities possess the authority to establish departmental rules and regulations concerning the conduct of their employees in addition to any such rules and regulations established by the Personnel Board.
Human Resource’s structure evolves to meet the service needs of our customers. Each of our Centers of Excellence (COE) contributes to all of the aspects of the Human Resources mission. Service excellence is the hallmark of all our strategies, programs and day-to-day operations. We believe in listening and being receptive, in honoring our partners’, customers’, and coworkers’ experiences, and continually preparing employees and the organization as a whole to contribute to the greater good.

In addition to Administration, the Human Resources Department is organized into six Centers of Excellence:

- Communications and Outreach
- HRIS (Human Resources Information System) and Records Administration
- Organizational and Talent Development
- Planning and Performance
- Total Rewards
- Workforce Strategy

**Administration**

Provides guidance and manages rules and policies, the department budget, and public records requests, provides Personnel Board support, grievance administration, and purchasing.

**Communications and Outreach**

Communications provides internal and external messaging and communication including: the HR website, presentations, high-level recruitment materials, Employees’ Advisory Council communications, photography, the HR Annual Report, employee surveys, The Pen and other employee and retiree newsletters, email blasts, videos, the Suggestion Awards Program, and the Colors of Pinellas Art Show.

**Volunteer Services**

This team establishes and maintains consistent county-wide administrative and operational policies and procedures which promote the use of volunteers and interns. They help departments develop volunteer and intern positions and projects and provide volunteer recruitment—individuals and groups—application processing and background checks as well as the Volunteer Voice newsletter and volunteer recognition.

**HRIS and Records Administration**

HRIS provides support to Unified Personnel System (UPS) staff in the processing of personnel actions via the Oracle Project Unified Solution (OPUS) system. The team maintains all documentation related to personnel actions throughout an individual’s employment with the Pinellas County UPS. Included are the review and processing of appointments, change and termination (ACT) documents, maintaining personnel and performance management records including the employment Eligibility Verification form I-9, and issuing identification badges. HRIS also compiles and provides metrics and performs background checks.

**Organizational and Talent Development**

The OTD team provides leadership and staff development, organizational development, assessments, course design, and group facilitation. They oversee the tuition reimbursement program and a resource library. The team provides technical and soft skills classes. Learning settings include instructor-led and online e-learning. OTD liaises with the Pinellas County Training Consortium.
Total Rewards

Human Resources bases its County pay plan and employee compensation philosophies on total compensation. These decisions take into account not only a position’s salary range, but also the value of benefits provided. Total compensation consists of salary, leave earned, insurance paid by the County (health, dental, life, short-term and long-term disability), and retirement plan (majority paid for by Pinellas County). This practice helps ensure that Human Resources abides by merit system principles in hiring and retaining employees, and that UPS employees are fairly and competitively compensated.

Benefits

The team manages benefits programs for active employees, retirees and families, including health insurance, dental insurance, vision insurance, disability (short-term and long-term) insurance, life insurance, COBRA, the Employee Assistance Program (EAP) and mental health, prescription coverage, retirement, deferred compensation, Flexible Savings Account and Health Savings Account programs, employee discounts, and FMLA compliance. The team also performs health plan budgeting, benefits communications, manage open enrollment, manages vendor relations, and assists employees and retirees during their life events.

Classification and Compensation

The team performs salary surveys and position audits, determine class specifications, pay structure, and ad hoc market pricing for new and existing classifications; they analyze promotional increases, special merit increases, equity adjustments, pay reductions, and compliance; perform annual market studies, position control changes, research studies, and maintain the Pay and Classification Plan.

Wellness Program

This program is designed to create a culture of health and well-being in which our employees and their families can improve and/or maintain their overall health. The team works to provide exercise facilities and classes, educational programs, the wellness incentive program, physical fitness and nutrition challenges, on-site health screenings, gym discounts, health screenings, and the To Your Health newsletter.

Planning and Performance

Planning and Performance are Business Partners and strategic planning for HR. The team oversees the employee relations function. They provide consultation and counseling to employees regarding career development, conflict resolution, work group intervention, discipline, grievances, interpretation of rules and policies, and performance management. The team performs investigations and research and data trend analysis, facilitates focus groups, monitors unemployment compensation, performs exit interviews, and is the liaison to the Employees’ Advisory Council.

Workforce Strategy

Employment

The team works to attract and acquire candidates to meet current and future needs for employment with Pinellas County. They manage job applications, transfers, recruitment of qualified job applicants, temporary employment services, and employment counseling. They provide talent acquisition via marketing flyers, job descriptions, social media strategies, metrics, provide a talent pipeline, and branding.
“All successful people men and women are big dreamers. They imagine what their future could be, ideal in every respect, and then they work every day toward their distant vision, that goal or purpose.”

Brian Tracy

The Pinellas County Human Resources 2018-2021 Strategic Plan was a collaborative endeavor, involving many Pinellas County employees. A special thank you is owed the leaders and members of the HR staff who formed Strategic Planning Focus Areas and used key input from numerous stakeholders across the County throughout the planning process. We would like to acknowledge and thank all contributors for their hard work and commitment to completing this plan, and more importantly, to fulfilling the mission and realizing the vision of the organization.

Pinellas County Human Resources Administration
Call to Order
The EAC Representative meeting was called to order at 2:30 p.m. by Chair, Charles Toney.

Approval of Minutes
Randy Rose motioned to approve the minutes for the special Rep meeting on 2-13-18. Alicia Parinello seconded the motion. Minutes were approved.
Linda Cahill motioned to approve the minutes for the 2-21-18 Rep meeting. Lisa Arispe seconded the motion. Minutes were approved.

Comments from Jack Loring, Representing of Human Resources for Holly Schoenherr
Jack provided an update from Evergreen Solutions, LLC (Evergreen) on the Classification and Compensation Study. Evergreen has completed the work and compiled the information from the JAT’s. Evergreen will present information to the Appointing Authorities on the plan structure options. There are 3 plans to be discussed: 1) Make major consolidations to the pay classes with wider pay ranges, 2) Make moderate changes to the current structure, and 3) Remain similar to the current plan and adapt minor revisions to the pay classes. Holly will meet with each Appointing Authority separately to get their feedback. Dr. Jeff Ling from Evergreen will discuss the recommendations at the May Personnel Board and the May EAC Delegate meetings. Questions concerning the plans from the Council included: Do the Appointing Authorities have to agree on the pay plans? Answer: We need a unified pay structure for classified employees according to the Personnel Act, but an Appointing Authority may develop their own exempt pay plan. How will the funding be broken down? Answer: That depends on which plan will be implemented. The Clerks’ office will be mostly considered due to the funding. The $2 million dollars in the FY18 budget will be used for the implementation. It’s too early to know how the money will be divided. Currently 47% of employees are in a position that offers career ladders.

The person who was selected as the Total Rewards Manager turned down the position.

Personnel Board Meeting – Updates from March 1, 2018
Charles represented the EAC at the Personnel Board meeting and provided them with updates. Jack Loring from Human Resources is now assisting the committee looking at leave accrual, and there is a lot of information to be collected before any suggestions can be moved forward. The EAC will be meeting in April with the Appointing Authorities. Topics for the meeting have not been set.

Personnel Rule 4, regarding the Personal Day for new employees was updated to reflect that one Personal Day can be used within the first year of hire.

Holly will meet with Dr. Rick Davis, chair of Personnel Board to go over her annual evaluation.
Committee Reports
Advocate: There is a discipline appeal hearing being presented to the Personnel Board at the April 5th meeting. Lisa is the advocate on this case.

Leave Accrual: The meeting on 3-21-18 included discussion on what is the best direction to take on suggestions for leave accrual changes.
Awards: Donna is still requesting ideas on what Pinellas County can do differently to reward employees who offer suggestions. The committee is looking into placing bulletin board posters to advertise this program.

Updates from Charles Toney
Speakers for the upcoming Delegate meetings include:
March: 2-1-1 Tampa Bay
May: Dr. Jeffery Ling, Evergreen Solutions, LLC
July: Jeffery Lorick, Office of Human Rights

If any department would like Joan Read or Jeffery Lorick to visit their office to provide information on harassment please contact them directly. Joan can be reached at x44727 or jread@co.pinellas.fl.us
Jeffery can be reached at x45356 or jlorick@co.pinellas.fl.us

Most of the delegate forms have been turned in. Any representative who has not received their form should contact that department.

Old Business
Donna Beim reported that House Bill 379 failed. HB 379 was presented in January for public safety dispatchers to be considered in the Special Risk category for the FRS.

Many departments still are not offering adequate succession management training prior to an announced retirement.

Taleo needs to be reviewed and some areas should be changed to include if a candidate has met the minimum requirements of the position. If someone accidentally chooses the incorrect field, they have no way of knowing their oversight. Employees should be able to print out the completed application to review the layout before submitting it.

Round Table Discussion
- The Emergency Management survey has been distributed for all employees to complete by the end of April. A suggestion to explain Phase III assignments more clearly before the survey was distributed did not occur due to timing factors. The PAO has additional exemptions for staff members regarding not having to work during emergency situations.
- Can the parking spaces for County employees be reviewed? There are a lot of empty spaces, especially in the parking garage.

Adjourned
Ashley Skubal made a motion to adjourn at 4:30. Mario Rugghia seconded the motion.

| Lisa Arispe* | Richard Carvale* | Peg Poole* | Linda Cahill* | Bill Gorman* |
| Donna Beim* | Clare McGrane* | Doris McHugh* | Alicia Parinello* | Randy Rose* |
| Mario Rugghia* | Ashley Skubal* | Charles Toney* | Jackie Warr* | Marion Nuraj |

*EAC Representatives in attendance at this meeting.
How Can I Prevent Getting Burned Out at Work?

Source: ComPsych GuidanceResources®

Worker burnout is often a function of how you react to large amounts of stress. You may react to negative stress by feeling overwhelmed, irritable and worried. The key to preventing burnout is to find ways to neutralize the stress or turn it into positive stress (where you feel motivated and excited). Here are some ways to prevent burnout:

- **Change how you view work:** Eliminate negative words, such as “I cannot do this” or “No way”. When you get the urge to use negative words, try to stop yourself and think of positive words instead, such as “Yes,” “I will/can,” and “I want to succeed.” Also, being bored can be just as stressful as being overworked. If you are bored or spend your time on repetitive tasks, try throwing yourself into whatever you are doing, and give it all of your concentration. You will find that time passes more quickly the more you are engaged with what you are doing and are improving the quality of your work. Another possibility is to volunteer for a new task that will challenge you.

- **Learn to manage your workload:** If your position allows you to decide which projects and tasks to undertake, try tactfully saying no to some requests. It is important to pitch in and help out when asked, but do not overextend yourself. For those tasks for which you are responsible, be sure to prioritize them and schedule them on a calendar. Plan each day so that you set realistic goals for getting your work done and meeting your deadlines. You can accomplish this by breaking bigger projects into smaller tasks. Also, try doing unpleasant tasks first so you can get them out of the way.

- **Seek out the positives in any situation:** If your responsibilities change or you find yourself in a negative situation, try to look on the bright side. What lessons can you take away from the situation? It may not sound easy, but if you can do this, your mood and your outlook at work will improve.

- **Change your work environment:** Is your workspace arranged in a way that prevents you from getting your work done? Perhaps you need a comfier chair, more sunlight, more space, more privacy or a more comfortable work wardrobe. Come up with a list of reasonable suggestions for change, and ask your supervisor if he or she will allow you to pursue them. You can also hang a favorite art poster or bring a plant to change your environment.

- **Take better care of yourself:** You can improve your attitude by improving your health and nutrition habits. Ways to do this include eating healthier lunches and snacks (more fruits, vegetables and whole grains and less saturated fats and refined sugars) and exercising, even just a few minutes each day. Simple stretches and deep breathing at your desk can leave you feeling refreshed and ready to tackle more challenges. If you can, take short breaks to let off steam, or go for a walk at lunch to change your surroundings.

- **Make the most of your time away from work:** It can be a challenge, but do not think about work when you are not there. Try to spend a few minutes each day doing something just for you: exercising; reading; watching a movie; working on a craft or project; or exploring new parks, shops and restaurants in your neighborhood.

- **Vary your routine:** We all can get in ruts, such as taking the same route to work, having lunch at the same time every day or attending the same meetings every week. If your job allows for it, change your daily routine so you take in new scenery, meet new people and pass your time differently.

When you are a supervisor, it’s important to take care of yourself so that you can take care of your employees.
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<tr>
<td>8:30am Supervisory &amp; Management Competencies Series (Studio B)</td>
<td>8:30am Microsoft Word 2013 Advanced Essentials (Annex 138) - Training Rm – Annex HR – 138</td>
<td>8:30am Dealing with Ambiguity (Annex 429) - Master Training Calendar</td>
<td>8:30am Harassment, Violence &amp; Bullying Class (Studio B) - Master Training Calendar</td>
<td>8:30pm SASE - Master Training Calendar</td>
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<td>1:00pm Expense Travel Training (Util AutoCad)</td>
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<td>8:30am Setting Sail - New Employee Orientation (Annex 429)</td>
<td>8:30am Innovation Management (Annex 429) - Master Training</td>
<td>8:00am Getting Ready for Retirement (Down) (Training Rm – Annex HR – 138)</td>
<td>8:30am Creativity (Studio B) - Master Training Calendar</td>
<td>8:30am Microsoft Outlook 2013 Core Essentials - Training Rm – 138</td>
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<td>8:30am Five Questions Every Leader Must Ask (Annex 429) - Master</td>
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<td>8:30am Career Development Forum</td>
<td>8:30pm Passport to Retirement (Studio B)</td>
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<td>8:30am Muster Drill - New Employee Orientation Class 2 (Extension)</td>
<td>8:30am Accountability That Works (Studio B) - Master Training Calendar</td>
<td>8:30am Anti-Harassment Class (Studio B) - Master Training</td>
<td>9:00am Records Mgmt Training - Training Rm – Annex HR – 138</td>
<td>8:30pm OBEIE Project Management</td>
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<td>8:30am Annual Physical Inventory (Utilities Rm #401)</td>
<td>8:30am Meeting Management (Annex 429) - Master Training Calendar</td>
<td>230pm Passport to Retirement</td>
<td>230pm OBEIE Project Management</td>
<td>6:30pm Passport to Retirement</td>
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<td>8:30am Setting Sail - New Employee Orientation (Annex 429)</td>
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<td>8:30am Managing Through Systems (Studio B) - Master Training Calendar</td>
<td>8:30am Change Management Essentials (Studio B) - Master</td>
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<td>May 1</td>
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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.
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<td>8:30am Change Is Not An Event, It’s A Process (Studio B) - Master Training Calendar.</td>
<td>8:30am It’s Not Just Customer Service (Studio B)</td>
<td>8:30am Mixing &amp; Managing 5 Generations (Annex 429) - Master Training Calendar</td>
<td>8:30am Word 2013 Core Essentials (Annex 138)</td>
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<td>7</td>
<td>8:00am Freestyle Cruising (Magnolia Room) - Master Training Calendar.</td>
<td>1:00pm Miscellaneous Template Training (Util AutoCad)</td>
<td>8:30am It’s Not Just Customer Service (Studio B)</td>
<td>8:30am Word 2013 Core Essentials (Annex 138)</td>
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<td>14</td>
<td>8:30am Dept Fixed Assets Processing (Util AutoCad)</td>
<td>9:00am Project Management (Studio B) - Master Training Calendar.</td>
<td>8:30am Records Mgt 2.0 (S112) - Master Training Calendar.</td>
<td>1:00pm Emotional Intelligence (Studio B) - Master Training Calendar</td>
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<td>21</td>
<td>1:00pm iExpense Travel Training (Util AutoCad)</td>
<td>8:30am Department Accounts Payable (AP) Processing (Utilities Rm #401)</td>
<td>9:00am Project Management (Studio B) - Master Training Calendar.</td>
<td>8:30am Keeping Up With The Multigenerational Workplace (Studio B) - Master Training Calendar</td>
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<td>28</td>
<td>8:30am Muster Drill - New Employee Orientation Class 2 (Extension)</td>
<td>8:30am Effective Leadership (Studio B) - Master Training Calendar.</td>
<td>8:30am Records Mgt 2.0 (S112) - Master Training Calendar.</td>
<td>1:00pm iExpense P-card training (Util AutoCad)</td>
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<td>Memorial Day</td>
<td>8:30am Setting Sail - Orientation Day 1 (Annex 429)</td>
<td>8:30am Time Management (Studio B) - Master Training Calendar.</td>
<td>8:30am Learning on the Fly (Annex 429) - Master Training Calendar.</td>
<td>8:30am Time Management (Studio B) - Master Training Calendar.</td>
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<td>12:00pm Professionalism (Sheriff’s Office Room 183) - Master Training Calendar.</td>
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## Quarterly Training Calendar

### June 2018

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<td>8:30am Supervisory &amp; Management Competencies Series (Studio B)</td>
<td>8:30am Effective Listening (Studio B) - Master Training Calendar.</td>
<td>8:30am Budget 101 (Annex 429) - Master Training Calendar.</td>
<td>9:00am Grants 101 (Utilities 4th Floor Learning Center) - Master Training Calendar.</td>
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<td>8:30am Setting Sail - New Employee Orientation (Annex 429)</td>
<td>8:30am Supervisory &amp; Management Competencies Series con't (Studio B)</td>
<td>8:30am Career Development Forum - 3 of 5 (Studio B) - Master Training Calendar.</td>
<td>8:00am Getting Ready for Retirement (Utilities 4th floor) - Master Training Calendar.</td>
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<td>8:30am Muster Drill - New Employee Orientation Class 2 (Extension)</td>
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<td>8:00am Getting Ready for Retirement (Utilities 4th floor) - Master Training Calendar.</td>
<td>9:00am OPUS Project Management</td>
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<td>8:30am Setting Sail - New Employee Orientation (Annex 429)</td>
<td>8:30am Supervisory &amp; Management Competencies Series Con't (Studio B)</td>
<td>8:30am False Consensus in Groups (Annex 429) - Master Training Calendar.</td>
<td>8:30am Communicate Thiel (PCSO #180) - Master Training Calendar.</td>
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<td>8:30am Powerful Public Speaking 2 of 2 (Studio B) - Master Training</td>
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<td>1:00pm iExpense P-card training (Util AutoCad)</td>
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