



Employees' Advisory Council – Delegate Meeting Minutes

Extension Services, 12520 Ulmerton Road, Largo, FL

Thursday, May 24, 2018, 8:00 a.m. – 10:00 a.m.

Prepared by Peg Poole, EAC Secretary

Call to Order & Pledge

The EAC Delegate meeting was called to order at 8:05 a.m. by Chair, Charles Toney.

EAC Updates

Charles Toney mentioned that Commissioner Morroni passed away Sunday, May 20, 2018. He served as Commissioner for Pinellas County for 18 years.

Ashley Skubal, Clerk North Representative, has accepted a position with another County department. Leena Delli Paoli will replace Ashley for the remainder of the term.

Charles highlighted the updates from meetings held in May 2018. Included were:

- Leave Accrual Committee update.
- Appointing Authority and EAC Representatives met on May 21, 2018. Topics discussed were paid parental leave, leave accrual, disciplinary appeal, succession management & merit raises for performance. There were three Personnel Board members in attendance at this meeting.

Comments from Holly Schoenherr, Director of Human Resources

Holly introduced Dr. Jeff Ling from Evergreen Solutions, LLC. Due to his presentation and to allow time for questions, she did not entertain questions.

Guest Speaker – Dr. Jeff Ling, Evergreen Solutions, LLC

Jeff provided background information on how the study is being conducted. He mentioned that the private sector market information is purchased from a 3rd party source. The data is then analyzed / compared to the data collected by the JAT. Through the lecture and a PowerPoint presentation, Jeff demonstrated many of the processes Evergreen Solutions, LLC used in order to provide the recommendations. The Appointing Authorities and Personnel Board saw the same presentation ([view the PowerPoint presentation](#)). Holly has met with each Appointing Authority to discuss the 3 options and to get their input on the recommendations. Holly responded to a question regarding the turnover of management with regard to the option the County implements. The delegation was made aware that new policies will be written for any changes and all departments must abide by the written policies. Evergreen Solutions, LLC will provide recommendations to the County. The Personnel Board makes the final decision on which option the County will begin implementing.

Adjourned

Jackie Warr made a motion to adjourn the meeting at 10:30. Alicia Parinello seconded the motion.

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

*EAC Representatives in attendance at this meeting.



Employees' Advisory Council – Representative Meeting Minutes

County Office Annex, Room 429, Clearwater, FL

Wednesday, May 16, 2018, 2:30 p.m. – 4:30 p.m.

Prepared by Peg Poole, EAC Secretary

Call to Order

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

Approval of Minutes

Richard Carvale motioned to approve the 4-18-18 EAC Representative meeting minutes with an amendment. Ashley Skubal seconded the motion. Minutes were approved as amended.

Comments from Holly Schoenherr, Director of Human Resources

Holly updated the council on the new feature page in *The Pen* titled [YOUR TOTAL REWARDS](#). Human Resources will include articles and information regarding subjects which should be of interest to all County employees.

Dr. Jeff Ling from Evergreen Solutions, LLC shared a [PowerPoint presentation](#) with the Personnel Board at the May 3rd meeting. His presentation outlined the 3 options Evergreen Solutions, LLC is suggesting from the data provided and the JAT results. The study includes information regarding strengths and weaknesses of the current pay policies and classifications. Holly has been meeting with the Appointing Authorities to discuss these options and to get their feedback on which option they would be comfortable moving forward with. When the final report from Evergreen Solutions, LLC is received it will be posted on the Human Resources website [see www.pinellascounty.org/hr/study].

Randy Rose asked if the County offered any discounts for childcare. The County does offer childcare referrals through the Employee Assistance Program (EAP) provider [ComPsych GuidanceResources](#). Another option to search for a provider is the website www.MyFlorida.gov [Local childcare options include [R'Club](#) and the [Early Learning Coalition](#).] Dependent care can also be paid for through a Flexible Spending Account if an employee chose that benefit option.

The Benefits Department would like to be contacted directly from employees for both good and bad issues. Human Resources will reach out to providers if needed when issues occur to rectify the situation. The projected savings for using Walgreens for prescriptions is \$300,000. They will have a more accurate financial report on the saving by May 2019.

Lisa questioned why VALIC doesn't allow an employees to take a 2nd loan on their money. Further discussion resulted in information stating that each company may have different provisions for loans within IRS regulations. Employees have the option to change their investment company. Lisa suggested that the investment companies should better outline the loan restrictions in the contract with the County.

Personnel Board Meeting – Updates from May 3, 2018

Charles represented the EAC at the Personnel Board meeting and provided them with updates. Topics included; the Leave Accrual Committee, the 5-21-18 joint meeting with EAC and Appointing Authorities, and the new Bright Idea logo for cost saving suggestions. As a follow up to the discipline appeal at the April Personnel Board, it is the opinion of the EAC, that if the current Anti-Bullying Policy had been in place, that the action taken on the employee would have been resolved prior to the recent disciplinary action and appeal to the Personnel Board.

Lisa Arispe spoke to the Personnel Board requesting the board to review a couple of rules regarding disciplinary appeals. This would include allowing the rebuttal of witnesses. The other concern is for cases resulting in a tie vote by the Personnel Board. Currently the rule states if there is a tie vote for disciplinary appeals resulting from the Informal Grievance Panel's decision; the Appointing Authority's request for discipline is upheld. The County Attorney and Personnel Board will review both of these suggestions and concerns brought forward by Lisa.

New Business

Jackie Warr mentioned the additional homestead exemption is up for a vote in November. The potential changes could greatly affect the citizens of Pinellas County. Through discussion the council decided to ask a representative from the Property Appraiser's Office to be the guest speaker at the September EAC Delegate meeting.

Ashley Skubal will be surrendering her position as Clerk North Representative due to new employment within Pinellas County. Ashley motioned to have Leena Delli Paoli replace her as the Representative for the Clerk North employees. Leena was present at this meeting and had received the second highest votes in the last Rep election for this area. Clare McGrane seconded the motion. Motion passed.

Updates from Charles Toney

Speakers for the upcoming Delegate meetings include:

May: Dr. Jeff Ling – Evergreen Solutions, LLC

July: Jeffery Lorick – Office of Human Rights

Sept.: Property Appraiser – Chair will send an invite.

Committee Reports

Advocates: No new cases to report on.

Legislative: Increase to FRS contribution to be paid by the County. Mary Flockerzi mentioned the County will have to increase its FRS contribution starting on July 1, 2018. Currently the County pays 7.9% and the increased amount will be 8.26% for regular class employees. County employees will not have an increase from the current 3% FRS assessment.

Leave Accrual: The committee met on 5-16-18. Data shows that Pinellas County has a lag in leave time for new employees as compared to surrounding counties. Jack Loring has provided information regarding the leave banks of current employees and how many employees had taken time without pay. Currently there is an approximate turnover rate of employees of 11%. Information was not available at this meeting as to what percentage of the turnover is due to retirement. Further information is being collected.

There was discussion at this meeting on the idea of adding additional Floating Holidays for new employees and consensus landed on a possible proposal of 2 additional Floating Holidays during the

first year and reducing to 1 additional Floating Holidays the second year and then on the same schedule as all other employees beginning the third year.

Old Business

Topics for the joint EAC and Appointing Authority meeting on May 21, 2018 will be initiated by the following Representatives:

- Respectful Workplace Behavior / Anti-Bullying Policy Update - Charles Toney
- Paid Parental Leave - Ashley Skubal
- Leave Accrual - Jackie Warr and Alicia Parinello
- Institutional Knowledge / Succession Management and double encumbering - Clare McGrane
- Merit Pay for Performance - Charles Toney

Round Table Discussion

- Hurricane overtime
- Suggest for employees to take the survey regarding *The Pen*
- Perhaps a representative from Supervisor of Elections can join the Property Appraiser at the September 27th Delegate meeting

Adjourned

Donna Beim made a motion to adjourn at 4:30. Lisa Arispe seconded the motion.

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

*EAC Representatives in attendance at this meeting.



Employees' Advisory Council



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

APPROVED BY THE EAC

Employees' Advisory Council & Appointing Authorities Joint Meeting Minutes

315 Court St. 4th Floor Clerks Conference Room, Clearwater, FL

Monday, May 21, 2018, 9:00 a.m. to 10:00 a.m.

Prepared by Peg Poole, EAC Secretary

Meeting was called to order at 9:05 am by Charles Toney, EAC Chair.

Passing of Commissioner John Morroni – Ken Burke gave a tribute and prayer for Commissioner Morroni who passed away May 20, 2018. Mr. Morroni served for 18 years on the Pinellas County Board of County Commissioners.

Introductions:

EAC Representatives, Appointing Authorities, and others in attendance introduced themselves.

Respectful Workplace Behavior / Anti-Bullying Policy: led by Charles Toney

The policy has been approved and is currently in use. Human Resources has been instrumental in offering classes in conjunction with the Office of Human Rights to ensure all employees are aware of their rights and how to address issues. It was mentioned that if the policy had been in place earlier the discipline and appeal hearing which was finalized at the Personnel Board meeting in May probably would have been avoided.

Parental Leave: led by Ashley Skubal

Parental leave needs to be addressed similarly to the counties surrounding Pinellas. Many employers are allowing parents leave time in cases of birth or adoption of a child. Pinellas County should be competitive with other employers in an effort to entice and retain employees. The Appointing Authorities previously agreed to allow both parents 12 weeks of parental leave each using a combination of FMLA and annual leave, when both parents are employed by the County.

Succession Management / Institutional Knowledge: led by Clare McGrane

The EAC is concerned about the lack of training and the knowledge that is lost when employees retire or resign. Some employees jealously guard their job knowledge. Whether they are being greedy or afraid to share, it happens more than we'd like to admit. Sometimes the person leaving would like to aid in training their replacement, but the replacement doesn't get hired soon enough. Some adjectives for consideration: important, indispensable, significant, critical and essential. Even mundane processes may be overlooked but can be important to the organization. So much time and energy is invested in training each employee, how can the County afford to allow employees to hoard their knowledge? Ken Burke asked about the rules regarding hiring replacements before an employee leaves the County. Holly Schoenherr responded that there are no restrictions on hiring exempt employees; however, due to the current Personnel Rules governing classified employees, a competitive recruitment process is required. It was suggested that the Rules may need to be reviewed in an effort to retain institutional knowledge.

Leave Accrual: led by Jackie Warr and Alicia Parinello

The EAC has created a committee to review the current leave accrual as an effort to retain or recruit new employees. The attached data was provided to the Appointing Authorities highlighting the need for the County to implement changes to the current policy. The EAC believes that some new employees are hesitant to take time off without pay if they are sick or a family emergency arises. The current rules have restrictions on when new employees are eligible for paid time off with regards to the use of Floating Holidays and Personal Days. With the assistance of Jack Loring from Human Resources data has been collected from surrounding counties to compare with the current accrual policy. The EAC is not suggesting for sick pay to be implemented but is researching other options to provide competitive leave time. The committee will continue to discuss possible suggestions to present to the Appointing Authorities for their approval.

Merit Pay: led by Charles Toney

Merit increases continue to be an important topic brought to the EAC by employees. Some EAC members believe that there seems to be turnover with newer employees due to no monetary rewards for their efforts. They also believe that good quality people are being hired but many are leaving in a year or two when their efforts are not rewarded. Another opinion is that some others that stay become unmotivated to put out extra effort when currently, if there is a pay adjustment, everyone gets the same increase regardless of the effort put forth. Mark Woodard, at a previous joint meeting, expressed his thoughts that until a plan is implemented for merit performance evaluations, no money will get budgeted for merit pay. The EAC is requesting that a system for a true merit-based raise be implemented. Holly Schoenherr commented that until the Classification and Compensation Study is completed and discussed by all stakeholders, no pay for performance will be considered. The priority for the \$2 million currently budgeted for FY18 will be used to address current inequities within the current pay classes and policies. Current updates and the final report from Evergreen Solutions, LLC will be posted on the Human Resources website [[see www.pinellascounty.org/hr/study](http://www.pinellascounty.org/hr/study)]. The EAC plans to set up a committee to look at possible options for merit pay based on performance and will invite Human Resources to participate as this worked well with the Anti-Bullying Committee for gathering information and discussions. Holly Schoenherr indicated that HR is willing to work together with the EAC on this committee.

Open Discussion:

Mike Twitty, Property Appraiser, has been asked to address the upcoming homestead exemption which will be on the November ballot. County residents must be made aware of the potential for Pinellas County to lose \$21.7 million from the general fund if the vote is passed. It is projected that only 1/3 of the residents will benefit if the homestead exemption increase is passed. Understanding all of the factors involved with homestead exemptions is critical; therefore, Mike has agreed to present the facts at the September 27, 2018 Delegate meeting. The council will also request a representative from the Supervisor of Elections to be available to answer questions about the ballots.

Peg Poole motioned to adjourn the meeting at 10:20. The motion was seconded by Lisa Arispe.

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

JUNE 2018

Move from Blame to Accountability

What is the first thought when something goes wrong? Is it “Whose fault is it”? If so, then we are blocking learning. The result is open minds begin to close, as people try to protect themselves from persecution. It becomes a survival exercise. People begin to cover up errors, point out mistakes, and deny responsibility. The trickle effect includes diminished questions, fear and less effective collaboration.



So what is the difference between healthy accountability and blame? Keeping commitments, respectful communication, curiosity and support of collective performance indicates an accountability culture. Blaming involves shaming, finding fault, insecurity, fear, judgment and self-righteousness. The behaviors indicate the level of health of the individual and the organization.

A blaming culture results in less effective problem solving, cover-ups, errors and thwarted information flow. This type of culture stymies innovation and the ability to resolve the root issues of problems. Superficial fixes (“Band-aids”) become the norm, which ends up costing the organization bucket-loads in the form of lost productivity, ineffective problem-solving, and losing high performers’ engagement or spurring their voluntary separation to workplaces that value innovation and new ideas.

Blame can be addictive because it feeds the feeling of power for the culprit, who has a growing need to divert attention away from their own role in the situation.

If we are to learn from mistakes and improve individually, in workgroups and in the overall organization — what are some ways to grow a healthy culture of accountability?

- Give people the benefit of the doubt. Do you really understand others’ perspective before assigning meaning to what you hear and observe?
- Take inventory of your role in the situation before pointing the finger at someone else. We tend to justify our own actions and discount others’ perspective.
- Don’t judge. Judgment blocks our ability to see clearly and entertain new information, because we are spending energy defending our position.
- Be willing to raise issues to talk about “the elephant in the room.” Misunderstandings often promote anger and blame, and — left unaddressed — they tend to fester.
- Refuse to participate in destructive conversations and assigning blame. Instead, move to owning your responsibilities in the situation and identifying how to make improvements on your part.
- Do not make negative comments about people. Identify ways to support and improve. Remember, when someone has negative personal remarks about someone else, it says more about the one communicating than the person they are criticizing. Take the healthy road, and refrain from being an audience to the negativity.
- Ask yourself, “What is my motivation in my assessment of the issue?” Is it self-preservation or is it healthy resolution to learn?

If you want to become a truly effective leader for positive change, it means going against the status quo in situations that are unhealthy. It may feel lonely when you take a stand against the norm when faced with destructive behavior patterns. As a leader, it’s your responsibility to choose to be a positive change agent.

Learning Opportunity

July 2018

Pinellas County
Human Resources
Helping U Succeed

www.pinellascounty.org/hr/training

Quarterly Learning Calendar

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|--|---|--|--|--|
| Jul 2 | 3 | 4 4th of July Holiday | 5 | 6 |
| 9 8:00am Class & Comp Post Study Review (Pub Wrks/Magnolia) 8:30am Setting Sail - New Employee Orientation (Annex 429) 9:00am Open Lab - Training Rm - Annex HR - 138 | 10 8:00am Class & Comp Post Study Review (GMDN/Clerk's 4th) 8:00am Freestyle Cruising (Magnolia) 8:30am Supervisory & Management 8:30am Dealing with Difficult People 1:00pm Accounts Receivable - | 11 8:00am Class & Comp Post Study Review (Utilities/Magnolia) 8:30am A Manager's Guide to Customer Service Excellence 1:00pm Give 'Em The Pickle (Studio B) - Master Training Calendar, | 12 8:00am Class & Comp Post Study Review (Magnolia Room/South) 8:30am Excel Core Essentials (Annex 138) 8:30am Bullying in the Workplace 1:30pm Anti-Harassment Class | 13 8:00am Class & Comp Post Study Review (Public Works/Utilities/South Cross) 9:00am Accounts Receivable - Standard (Utilities 4th Floor Auto CAD) |
| 16 8:30am Muster Drill - New Employee Orientation Class 2 (Extension) 9:00am Open Lab - Training Rm - Annex HR - 138 | 17 8:30am Supervisory & Management Competencies Series (Studio B) 8:30am Dept General Ledger Processing (Util AutoCad) 8:30am Word Advanced Essentials 8:30am Leadership at Every Level: A | 18 8:30am What To Do When Conflict Happens (Studio B) - Master Training Calendar, | 19 8:30am OLM Administrator Training (Annex 138) - Master Training 1:00pm Clerk's Purchasing: OPUS Overview (Training Rm - Annex) 2:30pm OBIEE Project Management Reports (Utilities Rm #401) | 20 2:00pm Open Lab - Training Rm - Annex HR - 138 |
| 23 8:30am Setting Sail - New Employee Orientation (Annex 429) | 24 8:30am Supervisory & Management Competencies Series (Studio B) 8:30am Social Security & Medicare (Solid Waste) | 25 8:30am Intro to Supervision for Non-Supervisors (Studio B) | 26 8:30am Myers Briggs Type Indicator (Studio B) - Master Training Calendar, 1:00pm iExpense P-card training (Util AutoCad) | 27 |
| 30 2:00pm Open Lab - Training Rm - Annex HR - 138 | 31 8:30am Supervisory & Management Competencies Series (Studio B) 11:00am Education Fair (Annex 429) - Master Training Calendar, | Aug 1 | 2 | 3 |

Request enrollment for courses in OPUS. Users without OPUS access may register through their training contact. Course dates and times are subject to change. Not all courses are open to non-County Consortium members. Contact Organizational & Talent Development at (727) 464-3796 or email training@pinellascounty.org.

Learning Opportunity

August 2018

Pinellas County
Human Resources
Helping U Succeed

www.pinellascounty.org/hr/training

Quarterly Learning Calendar

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|--|---|--|---|--------|
| Jul 30 | 31 | Aug 1 8:30am Harassment, Violence & Bullying Class (Studio B) - Master Training Calendar, 8:30am Powerful Public Speaking Day 1 (Annex 429) | 2 8:30am Grievance & Disciplinary Procedures (Studio B) - Master Training Calendar, 8:30am Word Core Essentials (Annex 138) | 3 |
| 6 | 7 8:30am Supervisory & Management Competencies Series (Studio B) | 8 8:30am Career Development Forum - 4 of 5 (Studio B) - Master Training Calendar, 8:30am Powerful Public Speaking Day 2 (Annex 429) | 9 | 10 |
| 13 8:30am Setting Sail - New Employee Orientation (Annex 429) | 14 8:30am OMB Projects Accounting (Training Rm – Annex HR – 138) 8:30am SMCS: Human Relations & Effective Communications (Studio B) - Master Training Calendar, | 15 8:00am Getting Ready for Retirement (South Cross Media) 8:30am Department Accounts Payable (AP) Processing (Utilities) 1:00pm Miscellaneous Template Training (Util AutoCad) | 16 8:30am Leading with Persuasion (Studio B) - Master Training Calendar, 8:30am Outlook Core Essentials (Annex 138) | 17 |
| 20 8:30am Muster Drill - New Employee Orientation Class 2 (Extension) | 21 8:30am Excel Advanced Essentials (Annex 138) 1:00pm iExpense Travel Training (Util AutoCad) | 22 8:30am OMB Projects Accounting (Training Rm – Annex HR – 138) | 23 8:30am Managing Integrity & Ethics (429) - Master Training Calendar, 1:00pm iExpense P-card training (Util AutoCad) | 24 |
| 27 8:30am Setting Sail (Annex 429) | 28 8:30am Exceptional Administrative Assistant (Annex 429) - Master Training Calendar, | 29 8:30am Happiness Advantage (Sheriff's Office Room 180A) - Master Training Calendar, 8:30am Email Etiquette (Annex 429) | 30 8:30am Building Trust (Studio B) - Master Training Calendar, | 31 |

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Learning Opportunity

September 2018

Pinellas County
Human Resources
Helping U Succeed

www.pinellascounty.org/hr/training

Quarterly Learning Calendar

| MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY |
|---|---|--|---|-----------|
| <p>Sep 3</p> <p>Labor Day</p> | <p>4</p> <p>8:00am Freestyle Cruising (Magnolia Room) - Master Training Calendar,</p> | <p>5</p> <p>1:00pm Budget 101 (Studio B) - Master Training Calendar,</p> | <p>6</p> <p>8:30am Drive For Results (Studio B) - Master Training Calendar,</p> | <p>7</p> |
| <p>10</p> <p>8:30am Setting Sail - New Employee Orientation (Annex 429)</p> | <p>11</p> <p>8:30am Excel Core Essentials (Annex 138)</p> <p>8:30am The Changing Environment & Future Trends in Leadership Development (Studio B) - Master Training Calendar,</p> | <p>12</p> <p>8:30am Dealing with Ambiguity (Studio B) - Master Training Calendar,</p> <p>8:30am Strategic Performance Management 101 (Annex 429) - Master Training Calendar,</p> <p>1:00pm Emotional Intelligence (Studio B) - Master Training</p> | <p>13</p> <p>8:30am Multigenerational Workplace (Studio B) - Master Training Calendar,</p> <p>8:30am Problem Solving/Decision Making (Swisher 211) - Master Training Calendar,</p> <p>8:30am Situational Leadership (Annex 429) - Master Training</p> | <p>14</p> |
| <p>17</p> <p>8:30am Muster Drill - New Employee Orientation Class 2 (Extension)</p> | <p>18</p> <p>8:30am The Power of Positive Discipline (429) - Master Training Calendar,</p> | <p>19</p> <p>8:30am A Kick in the Attitude (Sheriff's Office Room 180A) - Master Training Calendar,</p> | <p>20</p> <p>8:30am Manager's Guide to CS Excellence (Annex 429)</p> <p>9:00am Records Mgmt 1.0 (Annex 138) - Training Rm - Annex HR - 138</p> <p>9:00am OPUS Project Management (Utilities Rm #401)</p> | <p>21</p> |
| <p>24</p> <p>8:30am Setting Sail (Annex 429)</p> | <p>25</p> <p>8:30am Supervisory & Management Competencies Series (Studio B)</p> | <p>26</p> | <p>27</p> <p>8:30am Communicate This! (PCSO #180) - Master Training Calendar,</p> <p>8:30am Time Management (Studio B) - Master Training Calendar,</p> <p>1:00pm iExpense P-card training (Util AutoCad)</p> | <p>28</p> |

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