



# Employees' Advisory Council



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

APPROVED BY THE COMMITTEE ON 3/21/18

## Employees' Advisory Council – Leave Accrual Committee Meeting Minutes

County Office Annex, Room 429, Clearwater, FL

Wednesday, February 21, 2018, 1:15 p.m. – 2:15 p.m.

Prepared by Charles Toney, EAC Chair

### Leave Accrual Committee Reports

Jack Loring was in attendance representing HR and will be assisting the Leave Accrual Committee. The information he provided at the committee opened more areas to be considered and researched. Jack will try to compile information by AA on – excess (>3x annual) leave accrual, use of leave with/out pay.

Charles Toney contacted the Firefighters at the St. Pete / Clearwater Airport to discuss potential leave accrual changes. They are Special Risk and on a 25 year FRS retirement plan. With the ability to start DROP with 25 years of service getting the extra personal days and floating holidays sooner would be more of a benefit than extending out the leave accrual brackets.

A large number of the current County employees will be eligible to retire within the next 10 years. The leave accrual payouts must be included, which can cause a hardship on the County budget factors. The payouts fall on the department where a person is serving (retiring/leaving).

The committee may consider including a cap on the amount of time an employee may carry over yearly which would encourage more use of the leave time provided and less banking of excess hours.

The idea of new employees being able to buy leave time if needed was discussed.

Increasing the leave exchange or having a “window” of increased leave exchange would help get some of the accrued leave off the books prior to employees leaving service (retiring) with the County and having larger payouts of leave hours.

The next committee meeting will meet from 1:15 – 2:15 p.m. before the next EAC Representative meeting on 3-21-18. This committee is open to all Reps that are able to make it to the meeting.

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

\*EAC Representatives in attendance at this meeting.

HR Representative in attendance – Jack Loring



# Employees' Advisory Council



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

APPROVED BY THE COMMITTEE ON 4/18/18

## Employees' Advisory Council – Leave Accrual Committee Meeting Minutes

County Office Annex, Room 429, Clearwater, FL  
Wednesday, March 21, 2018, 1:15 p.m. – 2:15 p.m.

Prepared by Charles Toney, EAC Chair

**Call to Order** – Charles Toney

**Introductions** – 4 students from St. Pete College also in attendance

**Approval of Minutes** – 2-21-18 meeting minutes approved as amended

### **Information Updates, Comments, & Discussion**

Jack Loring was in attendance representing HR and is assisting the Leave Accrual Committee. Jack provided information for BCC and CCC employees on years of service and leave hours accumulated. He noted that only 9 classified employees (less than one half of one percent) have a leave balance of less than 8 hours.

- Approximately 375 hours of leaves are needed to cover short term disability.
- Probationary periods
- Deferred comp
- Employees coming to work sick due to no leave hours available.
- Recruitment – Hillsborough County and the City of Tampa compete from the same employee pool.
- Have sick leave available as an administrative leave option.
- Provide sick / quarantine work areas
- Leave bank accrual requirements – at least 40 to be able to cash in hours.
- New employees being able to buy leave time if needed.

Review the recommended changes to see if they are in the best interest of all classified employees.

Airport Firefighters are Special Risk and on a 25 year FRS retirement plan. With the ability to start DROP with 25 years of service getting the extra personal days and floating holidays sooner would be more of a benefit than extending out the leave accrual brackets. Suggestion to max accrual at 20+ years as it currently is but still front load the accrual and taper off, and have the extra floating holidays available at 20+ years of service.

The next committee meeting will meet from 1:15 – 2:15 p.m. before the next EAC Representative meeting on 4-18-18. This committee is open to all Reps that are able to make it to the meeting.

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

\*EAC Representatives in attendance at this meeting.

HR Representative in attendance – Jack Loring



## **Employees' Advisory Council – Leave Accrual Committee Meeting Minutes**

County Office Annex, Room 429, Clearwater, FL

Wednesday, April 18, 2018, 1:15 p.m. – 2:15 p.m.

Prepared by Charles Toney, EAC Chair

**Call to Order** – Charles Toney

### **Introductions**

**Approval of Minutes** – 3-21-18 meeting minutes approved as amended

### **Information Updates, Comments, & Discussion**

Jack Loring was in attendance representing HR and is assisting the Leave Accrual Committee.

It was noted that we do not have data for several large counties and cities in the state, including: Broward, Orange, & Duvall counties and the cities of Miami, Orlando, and Jacksonville.

After looking at the numbers available – it appears that the total leave hours of accrual are adequate and competitive after the first five years of service. It was suggested to add additional floating holidays (FH) to the first five years of service. This would provide the needed “emergency” time at the beginning of the employee’s career when there is little annual leave time accrued. The FH time is use it or lose it, does not carry over to the next year, and would not accumulate.

It was discussed that the Exempt and Firefighter work schedules are more flexible than the classifieds and it was questioned if there needs to be as large a difference between the accrual rates between the classified and the other groups – possible remedy, increase the classified accrual rate or decrease accrual rates of the other groups.

The idea of front loading the accrual rates and tapering off the accrual appears to be a good idea – if this can be accomplished without a significant increase of accrual at the higher years of service.

Feedback from employees from discussions of possibly adding a cap on the maximum hours of leave accrual was not favorable. Since the County has a combined self-managed leave bank (no sick leave), employees feel it would be a penalty to those that are managing their leave responsibly to add a cap on the maximum hours of accrual. Additionally any long term illness for the employee or dependents (children, spouse, parents) will rapidly diminish accrued leave. A cap on the maximum hours accrued will not be recommended by this committee.

It was noted that some employees, regardless of their years of service, only save a minimum number of accrued leave hours. Also, as Jack had provided data previously - that less than one half of one percent of employees have a leave balance of less than 8 hours.

Charles will get back with the Airport Firefighters to verify the proposal for their work group.

Another item brought up and discussed was the possibility of treating the 4<sup>th</sup> of July and Veterans holidays the same as Christmas and New Years – by having the Monday or Friday off if the holiday falls on Tuesday or Thursday.

Another item for discussion at the next meeting is the holiday time off for employees working alternative work schedules – example 10-hour work day.

The next committee meeting will meet from 1:15 – 2:15 p.m. before the next EAC Representative meeting on 5-16-18. This committee is open to all Reps that are able to make it to the meeting.

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

\*EAC Representatives in attendance at this meeting.

HR Representative in attendance – Jack Loring



## Employees' Advisory Council – Leave Accrual Committee Meeting Minutes

County Office Annex, Room 429, Clearwater, Florida  
Wednesday, May 16, 2018, 1:15 p.m. – 2:15 p.m.

Prepared by Charles Toney, EAC Chair

**Call to Order** – Charles Toney

**Introductions**

**Approval of Minutes** – 4-18-18 meeting minutes approved

**Information Updates, Comments, & Discussion**

Jack Loring was in attendance representing HR and is assisting the Leave Accrual Committee.

It was noted that we do not have data for several large counties and cities in the state, including: Broward, Orange, & Duvall counties and the cities of Miami, Orlando, and Jacksonville.

After looking at the numbers available – it appears that the total leave hours of accrual are adequate and competitive after the first five years of service. Adding additional leave accrual at the beginning of employment will help but having a tapering off accrual still adds additional accrual hours at the end of the years of service calculations. The idea of front loading the accrual rates and tapering off the accrual appears to be a good idea – if this can be accomplished without a significant increase of accrual at the higher years of service.

It was suggested to add 3 floating holidays (FH) to the first year of service, reducing to 2 additional FH the second year of service, and reducing to 1 additional FH the third year of service and then going to the same FH as other employees. This would provide the needed “emergency” time at the beginning of the employee’s career when there is little annual leave time accrued. The FH time is use it or lose it, does not carry over to the next year, and would not accumulate. Another suggestion was to allow carryover of floating holidays and personal days only from the first year to second year of service.

Charles met with the Airport Firefighters work group to discuss the possible leave accrual changes. They are OK with the revised accrual suggested changes that tops out after the 25 years of service.

The next committee meeting will meet from 1:15 – 2:15 p.m. before the next EAC Representative meeting on 6-20-18. This committee is open to all Reps that are able to make it to the meeting.

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

\*EAC Representatives in attendance at this meeting.

HR Representative in attendance – Jack Loring





## **Employees' Advisory Council – Leave Accrual Committee Meeting Minutes**

County Office Annex, Room 429, Clearwater, Florida

Wednesday, June 20, 2018, 1:15 p.m. – 2:15 p.m.

Prepared by Charles Toney, EAC Chair

**Call to Order** – Charles Toney

**Introductions** – N/A

**Approval of Minutes** – 5-16-18 meeting minutes approved

### **Information Updates, Comments, & Discussion**

Jack Loring - representing HR and assisting the Leave Accrual Committee was not in attendance at this meeting.

It was again noted that we do not have data for our neighboring county of Pasco, also no data for several large counties and cities in the state, including: Broward, Orange, & Duvall counties and the cities of Miami, Orlando, and Jacksonville.

It was noted that other counties and municipalities we have been comparing the Pinellas County leave accruals with, also have sick leave accrual that Pinellas County does not have. When the sick leave accruals are added Pinellas County is well behind the others when looking at total time accrued.

- Committee members felt that the front loading and tapering off the accrual rates with continued years of service would be an improvement of the current system and help new employees accrue time quicker.
- Addition of accrual hours to bring Pinellas County accrual rates closer to those of other area employers may benefit recruitment and retention of employees.
- Going with straight 5-year increments will help clean up the accrual table and make the accruals much more straight forward than the current 2+2+5+5+5.
- The addition of floating holidays for all employees was discussed. It had been suggested at an earlier meeting to have additional floating holidays available during the first two years of service. This was to provide the needed “emergency” time at the beginning of the employee’s career when there is little annual leave time accrued. With adding additional floating holidays for all employees it will take care of this issue. This addition may also benefit recruitment and retention of employees. The addition of floating holidays will also bring Pinellas County accrual rates closer to area employers to benefit recruitment and retention of employees.
- The addition of personal days was discussed. Not sure if this will be part of the recommended changes or just focus on the additional floating holidays.
- The floating holiday time is use it or lose it, does not carry over to the next year, and would not accumulate. Floating holidays do not accrue and do not create a future cost liability that accrued sick leave does.

- Allow carryover of floating holidays and personal days for new employees whose employment started from June 1<sup>st</sup> – December 31<sup>st</sup>, during the first year of service only.
- Divide the personal days and floating holidays on a straight six month calendar during the first year of service and make available to new employees.

Recommendations from this meeting will be compiled along with the supporting information gathered from other organizations and will be forwarded to the Council and Human Resources for review prior to the 7-18-18 Rep meeting for discussion at that meeting.

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

\*EAC Representatives in attendance at this meeting.

HR Representative - Jack Loring not in attendance



## Employees' Advisory Council – Representative Meeting Minutes

County Office Annex, Room 429, Clearwater, FL

Wednesday, June 20, 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

Clare McGrane made a motion to approve the 5/16/18 Representative minutes with an amendment. Donna Beim seconded the motion. Minutes were approved. Bill Gorman made a motion to approve the 5/21/18 EAC/AA minutes with an amendment. Clare McGrane seconded the motion. Minutes were approved. Marion Nuraj made a motion to approve the 5/24/18 Delegate minutes. Jackie Warr seconded the motion. Minutes were approved.

### Comments from Jane Grannis, Wellness Program Manager

Jane shared information on the upcoming Heart Walk [ see [Heart Walk flyer](#) ]. She is soliciting employees to be team coaches. Employees can walk in the event without collecting donations. More communications will be shared via the Wellness Champions and through the *To Your Health* publication. Anyone who has ideas for topics for *To Your Health* should send the suggestions to Jane.

### Comments from Holly Schoenherr, Director of Human Resources

Holly provided an update on the Classification and Compensation Study which has been conducted by Evergreen Solutions, LLC. Links to the report and Executive Summary have been sent to all employees via email and are posted on the website [ see [www.pinellascounty.org/hr/study](http://www.pinellascounty.org/hr/study) ]. Employees are encouraged to sign up for the information sessions which will be provided throughout the County. Every employee should read the Executive Summary if they cannot attend an information session. Holly will be scheduling a meeting with the Appointing Authorities to discuss which option(s) would be best for the County to begin implementing from the Classification and Compensation Study. She has requested that an EAC Representative attend the meeting to provide input from the employees' viewpoint on the study.

Domestic partner tax issue – There is a tax liability to the County and some affected individuals due to IRS requirements, and it needs to be corrected. There are about 109 individuals affected by the necessary corrections. The County will be providing assistance to the individuals who will be affected. They are being contacted individually.

Holly has been working with the Appointing Authorities in an effort to offer paid parental leave to Pinellas County employees. A committee will be formed to develop a policy which will be more consistent with the surrounding cities and counties. Leena Delli Paoli will serve on the committee representing the EAC.

The 2019 annual enrollment planning meetings have begun. Human Resources is looking at potential changes to the benefits which will include an increase in the premiums charged to the employees. Pinellas County is self-insured and the high cost of claims has caused the County to raise the



premiums paid by employees. There is an 8% budgeted increase in health plan costs for 2019. The County is looking at ways to hold costs down as much as possible.

Human Resources is not considering changes to the two health plans which are currently offered through United Healthcare. The council questioned about the timing of when employees will be notified of changes to any benefits. Last year the changes were implemented and some members felt that the council was not afforded any insight to the changes before they were approved. Holly assured them the council will be informed well in advance of proposals or when changes are implemented. Human Resources will be focusing on education. The question was raised about considering another “targeted” health condition for premiums similar to smoking which was initiated last year. Holly responded by saying Human Resources is not considering any additional premiums for “targeted” health conditions. Any serious consideration for changes to the benefits will be discussed at the July 18<sup>th</sup> EAC Representative meeting. The council would then be tasked with sharing the potential changes with the employees and bringing their feedback to the August EAC Representative meeting.

A question was raised regarding increasing the “opt out” money for employees who do not enroll for healthcare. Response by Holly: Stay tuned!

Lisa mentioned that some organizations have an Employee Benefits Advisory Committee and suggested that this would be a good idea for Pinellas County. Holly was unsure of what that type of committee would involve; it has not been considered.

Why is the biometric screening and Rally survey required? Many self-funded organizations require their employees to complete similar activities. Results have shown that organizations who require screenings and surveys have had a positive effect on employees’ behavior and health choices. The council asked to have the opinionated comments be eliminated from the Rally survey. Presently several employees that did complete the biometric screening but failed to complete the online survey are being charged as if nothing was done. Some of these employees had difficulty with the survey process and for various reasons did not get back to complete the survey. [ [For assistance, see the Rally Help Guide.](#)] The EAC feels like the employees who completed the biometric screening should have assistance available with the survey process and should not be assessed the \$500.00 surcharge.

### **Personnel Board Meeting – Updates from June 7, 2018**

Charles represented the EAC at the Personnel Board meeting and provided them with updates.

Topics included:

- The EAC had the joint meeting with the Appointing Authorities – at 9:00 a.m. on 5-21-18. This was a positive meeting with several items of importance to the employees discussed. Thanked three Personnel Board members who attended the joint meeting: Joan Vecchioli, Rick Davis, and Keith Dekle.
- Guest speaker scheduled for the 7-26-18 EAC Delegate Meeting is Jeffery Lorick with the Office of Human Rights – Anti-Harassment Policy update.
- EAC Committees – Brief update on the Leave Accrual Committee. Stated EAC’s intent to form a committee to discuss merit raises. This new committee was part of the discussion at the EAC / AA meeting and will include representation from Human Resources.
- The July Personnel Board meeting has been rescheduled from July 5<sup>th</sup> to July 12<sup>th</sup>.
- Canaan McCaslin - Special Assistant to the County Administrator – was in attendance and commented on the Director of Human Resources Strategic Plan and Goals.

## **New Business**

The EAC will form a committee to discuss merit based pay evaluations and pay increases. As already discussed with the County Administrator and Appointing Authorities, the intent of the committee is to develop a merit based evaluation process to reward high performing employees. After an evaluation process has been developed and approved, the County may include funding for merit increases in the budget. Peg Poole suggested for any money budgeted for merit be placed in the general fund due to the budget constraints for the Clerk's office. It is important to remember to include the Clerk of the Court employees when discussing pay increases because of their unique funding sources. The committee will be open to all EAC Representatives and Human Resources representative(s). The meetings will be held from 1:15 – 2:15 p.m. on the same days scheduled for the monthly EAC Representative meeting.

## **Committee Reports**

**Advocate:** Ashley Skubal will remain on the Advocate Committee. An employee does not have to be a representative to be on an EAC committee.

**Legislative:** Nothing to report.

**Suggestion Awards:** The new Bright Idea logo has been implemented. Tim Closterman reported that there have been 11 suggestions turned in for 2018. Last year the committee received a total of 7 suggestions. [ See [Suggestion Awards web page](#). ]

**Leave Accrual** – The Leave Accrual Committee met prior to the EAC Rep meeting today. It was noted that other counties and municipalities we have been comparing the Pinellas County leave accruals with, also have sick leave accrual that Pinellas County does not have. When the sick leave accruals are added, Pinellas County is well behind the others when looking at total time accrued.

- Committee members felt that the front loading and tapering off the accrual rates with continued years of service would be an improvement of the current system and help new employees accrue time quicker.
- Addition of accrual hours to bring Pinellas County accrual rates closer to those of other area employers may benefit recruitment and retention of employees.
- Going with straight 5-year increments will help clean up the accrual table and make the accruals much more straight forward than the current 2+2+5+5+5.
- The addition of floating holidays for all employees was discussed. It had been suggested at an earlier meeting to have additional floating holidays available during the first two years of service. This was to provide the needed “emergency” time at the beginning of the employees career when there is little annual leave time accrued. With adding additional floating holiday for all employees it will take care of this issue. This addition may also benefit recruitment and retention of employees. The addition of floating holidays will also bring Pinellas County accrual rates closer to area employers to benefit recruitment and retention of employees.
- The addition of personal day(s) was discussed. Not sure if this will be part of the recommended changes or just focus on the additional floating holidays.
- The floating holiday time is use it or lose it, does not carry over to the next year, and would not accumulate. The floating holiday does not accrue and does not create a future cost liability that accrued sick leave does.
- Allow carryover of floating holiday and personal day for new employees whose employment started from June 1<sup>st</sup> – December 31<sup>st</sup>, during the first year of service only.
- Divide the personal days and floating holidays on a straight six month calendar during the first year of service and make available to new employees.

Round Table Discussion

**Adjourned**

Lisa Arispe made a motion to adjourn at 4:30. Mario Ruggia 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*	Leena Delli Paoli*	Charles Toney*	Jackie Warr*	Marion Nuraj*

\*EAC Representatives in attendance at this meeting.

- Canaan McCaslin, Special Assistant to the County Administrator, was also in attendance.

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

JULY 2018

## People Leave Managers, Not Companies

Have you ever heard the expression, “People don’t leave companies, they leave managers.”? This includes emotional detachment as well as physically walking out the workplace door to another position. If we examine engagement, employees are affected by their supervisory relationship in many ways including:



- Feeling valued
- Feeling supported
- Having opportunity for development
- Having room for creativity
- Building networks
- Providing input for decisions
- Open communication
- Work/life balance
- Clear expectations
- Clarity of vision
- Sense of priorities
- Realistic goals
- Healthy boundaries

In a recent performance management course, we had a number of new supervisors and managers with very different expectations. Some wanted to understand the FACE software used to handle the formalities of written evaluations. Some wanted a checklist for how to manage performance. Some wanted a game plan to handle tough conversations. There were at least twenty attendees with just as many different wants and needs for the course.

We answered the questions posed by the attendees, but we focused mostly on the importance of authentically caring about and supporting the development of your employees. The software and dates of formal evaluations are not as important as sincere ongoing conversations and support to help employees be their best. This is not a superficial exercise to get evaluations over with.

A truly supportive relationship between a supervisor and an employee includes:

- Honest feedback
  - Supervisor to employee
  - Employee to supervisor
  - Across workgroups
- Ongoing conversations
  - Debrief meetings, projects, presentations
    - What went well?
    - What could be improved?
    - Share best practices across workgroups, divisions, and departments.
    - Share lessons learned, without blame which requires trust and vulnerability.
  - Talk about challenges when they are a “blip on the screen” rather than waiting until escalation
  - Practice tough love – talk about the tough areas for improvement, as well as the positives
- Tailor the supervisory relationship according to the needs of the employee, as well as the supervisor
  - Get to know the wants/needs of the individual
  - Understand each other’s personality, strengths, and weaknesses

People can only build trust through real opportunities to express themselves, to be heard and understood. During differences of opinion, it must be safe for others to express themselves. If you say you have an open door, does your body language demonstrate an openness when someone approaches? Do you show consistency through actions and words? Do you show humility and admit mistakes? Only through authentic human responses does emotional contact with direct reports move in a positive direction, and produce real engagement.