Human Resources Director
Performance Review Timeline
For January 2018 through December 2018

January 31, 2019  Human Resources 2018 Annual Report Published and Distributed to Unified Personnel Board, Appointing Authorities, and Employees Advisory Council (EAC)

February 1-20, 2019  Appointing Authorities and EAC provide feedback on HR Director performance

February 22, 2019  Stakeholder feedback and other performance-related documents shared with Unified Personnel Board members

February 22-28, 2019  Unified Personnel Board members individually complete and submit evaluation forms

March 7, 2019  Human Resources Director Annual Performance Review by Personnel Board
HR Director Annual Performance Review

Evaluation period: January 1, 2018 to December 31, 2018

Evaluator’s Name

PINELLS COUNTY HUMAN RESOURCES

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, fairness, respect, and service.

INSTRUCTIONS

Each member of the Unified Personnel Board is asked to comment on the performance of the Director of Human Resources. Several resources are being provided in order to assist with this process, including:

- The Department of Human Resources Annual Report
- Feedback from Appointing Authorities regarding the HR Director's performance
- Results from the most recent Biennial Employee Survey

On the following page, please document your assessment of the HR Director’s strengths and suggested areas for improvement. You are also asked to provide an overall rating as follows:

Needs Improvement:
The incumbent does not consistently meet the performance expectations and/or demonstrates only a moderate level of proficiency in the required competency. Additional training or commitment is required.

Meets Expectations:
The incumbent consistently meets and may occasionally exceed performance expectations while demonstrating proficiency in the required competency.

Exceeds Expectations:
The incumbent consistently exceeds performance expectations while demonstrating a high level of proficiency in the required competency.

Please sign and date the form and forward it to Carl Brody at cbrody@pinellascounty.org by February 28, 2019. The results will be summarized and placed on the agenda for the March 2019 meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.
HR Director Annual Performance Review

Areas of Strength

Suggested Areas for Improvement

Additional Comments for the HR Director

Overall Level of Performance

☐ Needs Improvement

☐ Meets Expectations

☐ Exceeds Expectations
Performance Standards – Executive Head of the Human Resources Department

**Strategic Plan** – Ensure the accomplishment of identified 2018 initiatives and establish clear and specific metrics related to the Human Resources 2018-2020 Strategic Plan.

**Stakeholder Service and Relationships**
- For all Human Resources staff, develop and implement specific service level expectations to establish standards and metrics, provide training, and assess customer satisfaction.
- Director to attend at least 75% of Employees’ Advisory Council (EAC) Representative and Delegate meetings to cultivate effective communication.
- Director to meet individually with each Appointing Authority at an agreed upon frequency but at least twice annually to foster effective working relationships, communicate high-level initiatives, understand service needs, and solicit feedback.
- Director to meet individually with each Personnel Board member at least twice annually to provide updates and receive guidance.

**2017 Employee Voice Survey Follow-Up**
- Assess department satisfaction with Human Resources’ follow-up assistance.
- Take action on priority improvement areas for the Human Resources Department.

Performance Standards – Benefits and Wellness / Communication and Outreach

**Benefits and Wellness Programs**
- Develop and implement a benefits educational campaign.
  - Identify areas of greatest interest and need for clarity.
  - Develop a multi-pronged communications approach (newsletters, in-person sessions, etc.).
- Solicit employee feedback on benefits and wellness programs.
- Assess the value of current portfolio of programs based on best practices and research, identify opportunities to enhance value, and work towards a sustainable and cost effective program given the upward trend of health care costs.
- Review proposed changes to benefits programs with Appointing Authorities, Finance/Payroll, Legal, EAC, and Personnel Board and solicit feedback at least three months prior to 2019 Annual Enrollment.

Performance Standards – HRIS and Records Administration

**Technology** – Work in collaboration with Business Technology Services (BTS) to identify critical shortcomings of current systems and identify options to address.

**Application** – Identify and address barriers within the application process to facilitate positive applicant experiences.

Performance Standards – Training and Development

**Learning Paths** – Enhance and facilitate greater awareness of opportunities for employee growth and development through targeted learning paths and microcertifications.
Performance Standards – Workforce Strategy

Classification and Compensation Study – Develop and coordinate an implementation plan to enhance the market competitiveness of Unified Personnel System (UPS) positions.

Diversity and Inclusion – Implement strategies to attract members of under-represented populations to the benefits of a career with Pinellas County.

Performance Standards – HR Business Partners and Employee Relations

Diversity and Inclusion

- Partner with Human Rights and Business Technology Services to enhance demographic reporting capabilities.
- Work with UPS leadership to facilitate welcoming and inclusive work environments.

Links

- Performance Standards – Director of Human Resources
- Human Resources 2018-2020 Strategic Plan
2018 HR Director Goals – Preliminary Report
1/16/19

Strategic Plan
- Metrics established in all areas indicated in the HR Strategic Plan
- All Key Performance Indicators will be reported end of January

Stakeholder Relationships
- Completed Customer Service Training for all HR Staff
- Implemented system for collecting and reporting service feedback from customers
- Attended 94% of EAC Representative and Delegate meetings (missed one rep meeting – March)
- Met with each AA at least twice during 2018, several meetings with some (or their delegates) per their request
- Met with each Personnel Board member at least twice during 2018

2017 Employee Voice Survey
- HR staff identified four priority areas for follow up
  - Connection between compensation and performance – will address consistent with UPS
  - Overall staff morale – Discussed with entire team at HR Advance; then met individually with team members to further identify areas for action; themes centered around equitable workloads and compensation; respect from colleagues; gossip and complaining
  - Work schedule flexibility – committee developed proposal for providing greater flexibility; customer service metrics to be collected prior to adoption of new policies
  - Dealing with low performing employees – providing coaching of HR supervisors both collectively and individually; addressing issue of critical feedback among all HR staff
- HR worked with several departments (upon request) to assist with development of action plans: Clerk, County Attorney, OMB, Public Works, REM, SOE, Utilities; customer satisfaction was measured and will be reported in Annual Report

Benefits and Wellness Programs
- Implemented an employee survey to obtain comprehensive data around importance of and satisfaction with various benefits programs; results assisted with future planning and vendor accountability.
- Assessed effectiveness of programs with health plan vendors and consultant
- Reviewed proposed program changes with Appointing Authorities and EAC in July and August, prior to November annual enrollment; new programs were intentionally minimal and included two pharmacy program changes; no changes to employee cost share (%).
- See document: Benefits Feedback and Communication

HRIS and Records
- Developed and delivered SharePoint training in support of BCC SharePoint initiative
- Worked with BTS on Taleo upgrade, providing optimization of current functions and implementation of additional module; Phase 2 improvements planned for 2019
- Job application and requisition process enhanced through Taleo upgrades and revisions to PRP
Learning and Development

- Learning Paths were fully rolled out in early 2018, with 94 employees participating. Learning Paths offer a sequence of activities and resources designed to support learners at various stages of professional development.

Workforce Strategy

- Achieved on-time completion of Classification and Compensation Study; worked with Appointing Authorities to develop and implement Phase I Implementation Plan, which focused on addressing Classified Service classifications behind the market and bringing pay rates to the minimums of new pay grades; approximately 1,000 classified staff received pay increases during Phase I implementation.
- Identified priorities for Phase II of the Classification and Compensation Study, including development of career ladder/step policies, implementing new classifications and pay grades for Exempt staff, and addressing internal equity.
- Increased presence and enhanced relationships with Hispanic Outreach Center and Lealman Asian Community Center.
- Implemented multicultural print: translated recruitment postcards in Vietnamese and Spanish to enhance recruitment efforts.

Diversity and Inclusion

- Self-service ethnicity in testing phase: will provide ability for employees to self-identify in OPUS Self Service; benefits include greater data accuracy and streamlined reporting
- Incorporated topic of diversity and inclusion into New Employee Orientation, the Supervisor Management Competency Series, and 14 other courses; also offer several online resources via ULearnIT.
Human Resources strives to provide an excellent benefits package to invest in our employees’ health and in their future. We meet regularly with our consultant, Willis Towers Watson, to look at trends and strategies for improving employee benefits. Outlined below are examples of how Human Resources shares benefits information and receives feedback from our employees, including the Appointing Authorities and the Employees’ Advisory Council.

**Appointing Authorities**
- Discussed proposed health plan changes and provided an opportunity for feedback:
  - 2017: February (special meeting focused on the health plan), July, August
  - 2018: July, August
- Provided Health Plan Performance Updates
  - 2017: April, August
  - 2018: February, May, October

**Employees’ Advisory Council (EAC)**
- Discussed health plan changes and provided an opportunity for feedback:
  - 2017: July, August
  - 2018: June, July, August
- Address benefits-related questions posed by employees:
  - 18 EAC meetings annually (12 Representative meetings and 6 Delegate meetings)

**Annual Enrollment for Benefits**
- See attached Communication Plan for 2019 Annual Enrollment, including the website, newsletter articles, emails, home mailers, and meetings (in-person and webinars).

**Employee Feedback**
- Employee Voice Survey (every 2 years): Per the 2017 survey, 87% of employees feel that they receive competitive benefits.
- Benefits Satisfaction Survey (annual): See attached results from 2018 survey
## Communication Plan for 2019 Annual Enrollment

**Employee Annual Enrollment:** November 1 to 14, 2018  
**Retiree Annual Enrollment:** October 29 to November 16, 2018

<table>
<thead>
<tr>
<th>Date</th>
<th>Product</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>9/17/18</td>
<td>Website launched: <a href="http://www.pinellascounty.org/hr/annual-enrollment">www.pinellascounty.org/hr/annual-enrollment</a></td>
<td>E</td>
</tr>
<tr>
<td>9/17/18</td>
<td><em>Pen</em> newsletter distributed to all employees by email with Annual Enrollment article (page 4)</td>
<td>E</td>
</tr>
<tr>
<td>9/26/18</td>
<td><em>Retiree Connection</em> newsletter distributed to retiree subscribers by email with Annual Enrollment article</td>
<td>R</td>
</tr>
<tr>
<td>10/5/18</td>
<td><em>To Your Health</em> newsletter distributed to all employees by email with Annual Enrollment article (page 4)</td>
<td>E</td>
</tr>
<tr>
<td>10/8/18</td>
<td>REPCO meeting for retirees to provide information on Annual Enrollment</td>
<td>R</td>
</tr>
<tr>
<td>10/15/18</td>
<td><em>Pen</em> newsletter distributed to all employees and retirees by email with Annual Enrollment article</td>
<td>E</td>
</tr>
<tr>
<td>10/22/18</td>
<td>Employee meetings held (4 total)</td>
<td>E</td>
</tr>
<tr>
<td>10/25/18</td>
<td>Home mailers sent to all retirees</td>
<td>R</td>
</tr>
<tr>
<td>10/25/18</td>
<td>Home mailer sent to all employees</td>
<td>E</td>
</tr>
<tr>
<td>10/29/18</td>
<td>Home mailer sent to current employees who “opt out” of health plan coverage, including a copy of the affidavit to be completed</td>
<td>E</td>
</tr>
<tr>
<td>10/31/18</td>
<td>Email to all supervisors asking them to share information with their employees (especially field workers) about Annual Enrollment on 11/1</td>
<td>E</td>
</tr>
<tr>
<td>11/1/18</td>
<td>Email to all employees: Annual Enrollment Open (including link to a video “What You Need to Know for 2019”)</td>
<td>E</td>
</tr>
<tr>
<td>11/5 - 11/6</td>
<td>Live web meetings (2 total) and webinar recording posted to the website</td>
<td>E</td>
</tr>
<tr>
<td>11/7/18</td>
<td>Email to all employees: Annual Enrollment reminder (one week left)</td>
<td>E</td>
</tr>
<tr>
<td>11/13/18</td>
<td>Email to all employees: Last day to enroll is November 14, 11:59 p.m.</td>
<td>E</td>
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</table>
2018 Benefits Satisfaction Survey
February 6, 2018

The survey link was mailed to 3,042 UPS employees on January 18 and was open for 13 days with a close date of January 31. 854 employees (approximately 28%) responded. General demographic data was collected however the respondents are not identifiable.

Respondents were mostly classified service (72%), most had 5 or fewer year’s tenure (36%), were mostly female (61%), and 51-60 years old (36%). Only 23 respondents declined to answer demographic questions.
Respondents ranked “Time Off Programs” as the most important benefit (98.45%) with medical, dental, vision and prescriptions benefits as the next most important benefit programs. “Time Off Programs” was also ranked as the benefit program employees are most satisfied with (84.42%).

<table>
<thead>
<tr>
<th>Benefit Program</th>
<th>% Very Important</th>
<th>% Important</th>
<th>Total Favorable Importance</th>
<th>% Very Satisfied</th>
<th>% Satisfied</th>
<th>Total Favorable Satisfaction</th>
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</thead>
<tbody>
<tr>
<td>Time Off programs</td>
<td>91.76</td>
<td>6.69</td>
<td>98.45</td>
<td>54.10</td>
<td>30.32</td>
<td>84.42</td>
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<tr>
<td>Medical</td>
<td>89.66</td>
<td>6.82</td>
<td>96.48</td>
<td>28.50</td>
<td>43.35</td>
<td>71.85</td>
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<tr>
<td>Dental</td>
<td>71.36</td>
<td>21.72</td>
<td>93.08</td>
<td>19.36</td>
<td>36.58</td>
<td>55.94</td>
</tr>
<tr>
<td>Vision</td>
<td>64.71</td>
<td>22.10</td>
<td>86.81</td>
<td>22.60</td>
<td>37.50</td>
<td>60.10</td>
</tr>
<tr>
<td>Prescriptions</td>
<td>66.31</td>
<td>20.34</td>
<td>86.65</td>
<td>22.04</td>
<td>39.34</td>
<td>61.38</td>
</tr>
<tr>
<td>Life Insurance</td>
<td>55.64</td>
<td>28.97</td>
<td>84.61</td>
<td>34.33</td>
<td>45.05</td>
<td>79.38</td>
</tr>
<tr>
<td>Deferred Compensation</td>
<td>53.06</td>
<td>23.17</td>
<td>76.23</td>
<td>29.06</td>
<td>32.27</td>
<td>61.33</td>
</tr>
<tr>
<td>Training</td>
<td>32.17</td>
<td>37.71</td>
<td>69.88</td>
<td>23.99</td>
<td>39.55</td>
<td>63.54</td>
</tr>
<tr>
<td>Wellness</td>
<td>31.17</td>
<td>29.69</td>
<td>60.86</td>
<td>20.73</td>
<td>39.10</td>
<td>59.83</td>
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<tr>
<td>EAP</td>
<td>29.04</td>
<td>28.55</td>
<td>57.59</td>
<td>14.82</td>
<td>25.30</td>
<td>40.12</td>
</tr>
<tr>
<td>Rewards</td>
<td>26.37</td>
<td>28.43</td>
<td>54.80</td>
<td>19.06</td>
<td>33.81</td>
<td>52.87</td>
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<tr>
<td>Tuition Reimbursement</td>
<td>28.86</td>
<td>22.71</td>
<td>51.57</td>
<td>13.51</td>
<td>17.54</td>
<td>31.05</td>
</tr>
<tr>
<td>Annual Leave Exchange</td>
<td>25.39</td>
<td>20.53</td>
<td>45.92</td>
<td>18.07</td>
<td>20.33</td>
<td>38.40</td>
</tr>
<tr>
<td>Pinellas Federal Credit Union</td>
<td>20.51</td>
<td>14.04</td>
<td>34.55</td>
<td>15.86</td>
<td>14.91</td>
<td>30.77</td>
</tr>
<tr>
<td>You Decide Discount Program</td>
<td>11.80</td>
<td>20.92</td>
<td>32.72</td>
<td>9.16</td>
<td>21.40</td>
<td>30.56</td>
</tr>
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</table>
The following graph shows the respondents’ rating of importance versus satisfaction.

**Paid Time Off Comment Section Review (241 comments)**
There were at least 37 mentions sick leave, employees preferring to have a sick leave bank rather than have to use annual leave (perceived as vacation leave). Unscheduled leave was often mentioned as was the Presidents Day In-Service Day. Many felt that it should be a time off holiday. Many cited child care issues since their children have the day off from school. There were some comments – both for an against – the recent change around Personal Days. The rate of accrual of annual leave was another popular topic, especially for new employees and also with regard to the classified versus exempt rates.

**Medical Plan Comment Section Review (318 comments)**
Costs and coverage topic areas dominated the comments section, including the increased emergency room copay amount. Also many seem to think the medical plan is difficult to understand. Confusion remains over the difference between the 3% pay increases and percent increases in medical premiums.
Dental Plan Comment Section Review (298 comments)
Most responders noted the plan is sufficient for minor procedures but the coverage is poor and therefore the employees’ out of pocket expenses are very high for major things like root canals, crowns, surgery, and implants. Several indicated they have put off treatment due to costs. There were also many comments about difficulty finding suitable participating providers especially with the “free” plan.
Pinellas County Human Resources 2018 Annual Report
Vision
To position Pinellas County Government as a top-choice employer in the Tampa Bay region

Mission Statement
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
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 10 different members or “Appointing Authorities.”

The Appointing Authorities are:

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

At the close of 2018, the UPS had 3,067 employees (2,390 classified and 677 exempt).

The Unified Personnel Board

The Unified Personnel Board was established in 1975 via the Pinellas County Unified Personnel System (UPS) Act enacted by the Florida Legislature. The purpose of the Board is to provide guidance, oversight and support to the management of all Human Resources functions.

Human Resources serves to balance the needs of many different stakeholders while maintaining a perspective on overall organizational health, people and performance.
Human Resources Department

Human Resources’ organizational structure continues evolving to meet the service needs of our customers. Our Centers of Excellence (CoE) work in synergy to contribute to all aspects of the department’s mission. Service excellence is the hallmark of our strategic priorities, programs, processes and day-to-day operations. We believe in truly listening, honestly evaluating and positively moving forward using best practices of reciprocal communications with our employees, partners and customers.

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

• **Communications and Outreach [C&O]** (*Website, Publications, Volunteer Services*) Communications provides counsel and tools for effective messaging for all the Centers of Excellence. Products include: the HR website, surveys, newsletters, email blasts, videos, employee stories, and the Colors of Pinellas Art Show. Volunteer Services provides support to all County departments in recruiting and managing interns and volunteers.

• **Human Resources Information Systems and Records Administration [HRIS]** (*Personnel Records, New Employee Processing, HR Analytics*) HRIS supports all of the Centers of Excellence and the department as a collective. Maintaining data accuracy is key to the evaluation of our transaction-driven processes and to the enterprise as a whole.

• **Organizational and Talent Development [OTD]** (*Learning Opportunities, Leadership Development, Organizational Culture*) Organizational and Talent Development supports, develops and accelerates learning in order to build agile and responsive organizations with the capability they need to execute their chosen strategy. Staff designs customized learning solutions.

• **Planning and Performance [P&P]** (*Employee Relations, HR Business Partners, Strategic Planning*) Planning and Performance handles HR Strategic Planning and prioritization of efforts, Human Resources Business Partnerships and Employee Relations. These focuses are designed to further the mission of HR by increasing organizational effectiveness, enhancing positive leverages and diminishing obstacles for people and systems.

• **Total Rewards [TR]** (*Benefits, Classification and Compensation, Wellness*) The purpose of the Total Rewards program is to align rewards programs with our strategic initiatives in order to attract, retain, and engage our employees through equity, transparency and education about benefits, compensation, wellness and other rewards. Total Rewards fosters an environment where employees feel valued through fair and competitive compensation, quality reward programs and benefit plans, and increased well-being via wellness initiatives.

• **Workforce Strategy [WS]** (*Employment, Talent Acquisition Strategy*) Workforce Strategy provides innovative, responsive, fair, and consistent recruitment services to County departments, employees, and job applicants to ensure that the County employs and retains a talented and diverse workforce that delivers essential services to the public.

**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 CoEs, and the Business Partners.
I am so proud of the accomplishments of the Human Resources team, both individually and collectively, that are reflected in our 2018 Annual Report. There is a caring and talented HR team in place that is committed to our values of credibility, respect, fairness, and service. Many of our accomplishments would not have been possible without the partnership of our key stakeholders, including Appointing Authorities, the Employees’ Advisory Council, the Unified Personnel Board, community members, and many employees across numerous County departments.

This has been a year of growth for Human Resources. Early in the year, our 2018-2020 Strategic Plan was officially adopted and provides focus for our work around four priority areas:

- Diverse workforce
- Talented workforce
- Engaged workforce
- Prepared to effectively serve

We recognized early on that staying true and committed to these priorities would require us to look differently at the services we provide and the way in which we provide them. It has required change and working with key stakeholders to challenge the status quo and make advances that will benefit employees for the long term. We celebrated success and learned from failures. In the following pages, you will see many examples of the progress that has been made toward advancing our mission.

**More than lip service...**

Cultivating a truly diverse and inclusive workforce requires ensuring an environment where alternative perspectives can be respectfully shared and considered. In 2018, the Human Resources team invested time in learning about behavioral competencies that are important to bring our Strategic Plan to life ... change and growth.

One of those competencies is giving and receiving critical feedback, which is essential for a culture of accountability and continuous improvement. Fostering “healthy conflict” requires creating safe spaces where individuals trust that they can share an unpopular or unconventional perspective without negative repercussions.

These values have become particularly evident as we worked together with our key stakeholders to implement Phase I of the Classification and Compensation Study, one of the most significant and complex undertakings of the Human Resources Department in recent history. While the Study itself included assessment and market comparisons for all classified and exempt positions within the Unified Personnel System, Phase I implementation has focused on classified positions. A new classification system was adopted by the Personnel Board, and pay adjustments were implemented to address classifications compensated behind market, bringing employees to the minimum of their new pay grades, and addressing resulting pay compression.

A study of this magnitude naturally results in disruption to familiar ways of thinking about how jobs and pay are structured. Managing expectations and communications were, and will continue to be, arguably the most challenging tasks. As we move forward, Human Resources will continue to act in accordance with some key principles:

- It’s important for employees to have opportunities to ask questions and convey areas of disagreement or misunderstanding.
- Considering the magnitude of the work and the number of positions affected, it is important to establish fair and effective processes and address concerns in a consistent way.
- There are always ways to improve the process, and HR is listening. (See page 10, Platforms for Engagement.)

As you review our accomplishments for the year, I ask that you keep in mind the level of change, development, and growth that has taken place within Human Resources and across the County to bring these efforts to fruition and move us along our vision to position Pinellas County Government as a top-choice employer in the Tampa Bay region.
## Strategic Focus Areas

1. **Diverse Workforce: Diverse and Inclusive Culture**
   - Foster a diverse and inclusive culture to attract and retain a quality workforce
   - Diversity encompasses similarities and differences between individuals, accounting for all aspects of one’s personality and individual identity.
   - Inclusion involves each person in an organization so that they feel welcomed, respected, supported and valued as a team member.
   - While diversity provides the potential for greater innovation and creativity, inclusion enables organizations to realize the business benefits of this potential.

2. **Talented Workforce: Learning Culture; Innovation and Creativity**
   - Cultivate a talented workforce equipped for and invested in making a difference in our community
   - Building a learning culture provides a community of workers the opportunity to thrive with a growth mindset. Organizational partnerships thrive when feedback is welcomed in all directions (up, down and across) to create improvement and diminish barriers for efficiencies and effectiveness.

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
   - Engaged employees have pride in their organization and its mission and are deeply committed to its success. The positive engaged environment focuses on every stage of the employee lifecycle, from attraction, to hiring, to retaining, to promoting, to retirement.

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
   - Preparation from a holistic perspective involves emotional, mental, and physical preparation, with programs, processes, and resources to support all aspects of health and well-being.
   - Preparation for service involves individual, workgroup, departmental and organizational alignment towards the common overall mission and strategic priorities while demonstrating core values in everyday practice.
Strategic Focus Area 1: Foster a diverse and inclusive culture to attract and retain a quality workforce.

Workforce Connections

The Workforce Connections Committee (WCC) continued to host representatives from all of the Appointing Authorities to share information, hear innovative ideas and collaborate on our common goals of recruiting and retaining talented, engaged and diverse workers ready to serve the citizens of Pinellas County. The Committee’s bi-monthly meetings are structured around the concepts of recruitment, retention and partnership in an effort to reach a diverse population and fill hard-to-fill positions.

Hard to fill positions

The concept of developing a pipeline of candidates has been a key focus for the WCC, especially as it relates to the filling of hard-to-fill positions. These positions are typically trade based, which is common across both the public and private sectors as there has been a lack of individuals going into the trade fields.

- Formed partnerships with colleges, technical schools, high schools and community groups, including Pinellas Technical College, Richard O. Jacobson Technical High School at Seminole, the University of South Florida, and St. Petersburg College
- Encouraged the use of trainee positions in departments and filled 7 positions with a “trainee.” We continue to encourage the use of that classification.

2018 recruitment

In 2018, our recruitment efforts focused on an advertising campaign designed to steer people to our career page whether they were active or passive job seekers.

- Attended 23 job fairs and community events and increased our online presence through social media.
- Designed handouts focused on all of the career opportunities and the generous benefits available to potential employees.
- Performed targeted outreach to colleges and professional and trade organizations to create student interest ahead of graduation.
- Identified need for job shadowing and increased internship/externship opportunities.

- Attended community events promoting employment opportunities with Pinellas County Government such as the St. Pete Pride Festival and the Clearwater Community Festival.

What we learned

We identified two particular populations as needing more attention in recruiting: Hispanic and millennial populations.

- Developed a relationship with the Hispanic Outreach Center and Lealman and Asian Neighborhood Family Center and advertised in 7 Dias, a Spanish periodical in the region. Additionally, we identified a need to increase multicultural print and began translation of recruitment postcards in Vietnamese and Spanish to facilitate diversity in recruitment.
- Hosted representatives from both community centers and brainstormed ways to break through language barriers.
- Identified need to form partnerships with churches and other organizations to further our outreach.

Continued next page

Did you know ...

... the Workforce Strategy CoE recruited for and filled 494 positions in 2018?
... received 21,000 applications?
... attended 23 community events?
Millennial recruitment

Millennials are one of two underrepresented populations in our County workforce. (See Gender and Age graph on page 18.) Research has demonstrated that in order to attract the millennial population, social media is vital. In order to do this, we:

- Increased our presence on LinkedIn and developed a presence on Twitter, Instagram and Facebook.
- Created engaging leads in our job descriptions to describe the culture and the impact of the position as well as adding pictures to make the job postings more attractive.
- Utilized collegiate websites to post internship and job opportunities available to college students and recent graduates.

An Inclusive Workplace

Achieving positive outcomes from workplace diversity and inclusion results from building a culture where everyone feels valued, heard and able to contribute. The entire organization and community benefits from everyone’s ideas, skills and engagement; therefore, building an inclusive workplace is a strategic priority in our Strategic Plan.

Creating an inclusive workplace is a large all-encompassing endeavor. To be fully impactful, it involves all aspects of how business is carried out: mindset of employees, education of employees, processes, policies, practices, organizational structure, and organizational culture.

Four strategies for creating an inclusive environment are in progress:

- Policy Review Team (policies/practices)
- Education
- Forming a Diversity and Inclusion Steering Committee
- Benchmarking (biennial Employee Voice Survey)

I have always felt strongly about public service through my time spent in Student Government and other volunteer positions.

As a college student focused on earning a Bachelor’s in Public Policy and Administration at St. Petersburg College, I was excited to start applying what I had learned and begin my career as a public servant.

Upon graduating however, I found it difficult finding a full-time job in government. For the next three and a half years, I remained determined to enter the career field in which I had developed such a strong interest.

The start of my career would not have been possible had it not been for staff members of the Workforce Strategy team taking the time to listen and provide guidance when I needed it the most.

Today, I work as an Office Specialist in the County Commissioners’ Office, providing constituent services through the dissemination of valuable information, by connecting citizens to important services, working to fulfill citizen requests, and assisting with implementing the goals and initiatives that the Board sets as a whole.

Dustin Guinta
Office Specialist
Board of County Commissioners

Human Resources
Helping U Succeed
Strategic Focus Area 2: Cultivate a talented workforce equipped for and invested in making a difference in our community.

Leadership Development

One of HR’s commitments for 2018 was to introduce a new framework for leadership development.

Research tells us that leadership programs are an effective way to engage employees, help ease the chain of succession and make employees feel more connected to the organization. Leadership learning can also help re-motivate, build relationships and give employees the knowledge to take on new roles or to solve old problems in new ways.

To address this we launched a new structured framework for driving leadership growth entitled Learning Paths. These Learning Paths offer a sequence of activities and resources designed to support all learners as they build their knowledge and skills progressively over time. The paths are flexible and blended by design and include a mix of instructor-led and self-paced learning from ULearnIT (courses, videos and books).

There are seven Learning Paths:

1. Core
2. Emerging
3. Evolving
4. Strategic
5. Supervisory & Management Competencies Series (SMCS)
6. Certified Supervisory Manager (CSM)
7. Certified Public Manager (CPM)

The Learning Paths also help supervisors identify and discuss how employees can best grow each competency, whether through instructor-led, self-study or a blend of the two in addition to job-based assignments. This is a crucial part of planning for growth and development, ensuring commitment and integration into their work responsibilities.

Anonymous, from course evaluation, Dealing with Difficult People

I plan on applying this to my developing leadership path. I want to grow within the County and the best way for me to meet that goal is to learn as much as I can, so I can apply it to every day functions.

Did you know ...

... the Organizational and Talent Development CoE initiated 43 new instructor-led learning opportunities to sharpen employee skills, knowledge and abilities?
Tuition Reimbursement

Pinellas County believes that the employees are its greatest resource and offers programs that invest in their development. The Tuition Reimbursement Program provides a way for eligible Pinellas County employees to advance, improve or acquire a new skill-set for promotion within their department, to advance across the organization, or to improve at their current job.

In FY2018, our employees increased their participation in the program by 28% resulting in a corresponding dollar increase of just under $24,000. During the FY2018, the average reimbursement per participants was $1,200. Overall, $182,327 was spent in FY2018 on the program.

Customized Organization Development

The Planning and Performance and Organizational and Talent Development CoEs offered customized development in organization development intervention as a result of employee grievances, performance issues and requests for assistance as metrics and impacts demonstrated needs in parts of the organization.

The Tuition Reimbursement Program is an awesome benefit and I feel very lucky to work for a company that provides such a thing for its employees. Having such a program made it easier for me to decide to go back and finish my degree.

Dontel Green
Transportation Systems Tech 2
Public Works, Transportation Division
Strategic Focus Area 3: Build an environment of employee engagement, empowerment, and involvement where employees can innovate and do their best.

Platforms for Engagement

In 2018, HR interacted with, set up or re-energized platforms to engage UPS employees.

Workforce Connections Committee - Continued to hold bi-monthly meetings with representatives from each of the Appointing Authorities.

Volunteer Site Coordinators - Enhanced support by developing additional resource guides aimed to help our site coordinators better manage volunteers.

Internship Coordinators -
- Created resource tools to prepare departments across the UPS to host interns.
- Formalized internship opportunities between the County and local schools and colleges resulting in increased internship opportunities.

The EAC - The Employees’ Advisory Council representatives and delegates interact throughout the year with the Director, the Leadership Team and staff to discuss key issues brought forward from multiple perspectives on topics meant to improve the overall employee experience within the Unified Personnel System.

Wellness Champions - Instituted monthly email updates, and held two countywide meeting for Champs and their supervisors to educate and to recognize excellence.

Hiring Managers - Worked with hiring managers to establish engaging language and to encourage them to consider working titles vs. classification titles in the advertisement of positions. We also included hiring managers at job fairs in the community.

The Colors of Pinellas Employee Art Show - A different vector for engagement which includes employees and their families, celebrating diversity and our differing views of the world. A large percentage of the participating artists this year were new to the event, many of whom were new employees.

Employee Newsletters - HR staff requested employee engagement via “In Our Own Words” and “Tell It Well” monthly features, and invited employees to submit stories and ideas, resulting in over a dozen submissions and ideas which were developed into articles about employees.

Surveys - Conducted a Benefits Satisfaction Survey, satisfaction surveys for the To Your Health and The Pen newsletters and for wellness programs, and instituted an online HR Customer Satisfaction Survey.

Business Partners - Human Resources Business Partners serve as a liaison between Appointing Authorities and the HR Department. Business Partners work to understand business needs of their partners and act as a conduit for information. In addition, the relationship works to enhance strategic decisions across the organization to enable effective and efficient services in a positive environment. The HR Business Partners are employee relations’ specialists who prioritize building healthy engagement practices.

Bright Idea Award - Employees saved the County about $60,000 with their cost-saving ideas and were awarded cash under the Employee Suggestion Award Program.
The **volunteer program** is an amazing experience. It helped me learn everything I know about Criminal Court Records. I got to meet some amazing people and now I am a permanent employee with the Clerk’s office, all thanks to the volunteer program.

*Carmen Perez*

*Records Specialist 2*

*Criminal Court Records, Clerk of the Circuit Court and Comptroller*

---

**Did you know ...**

... 1,554 volunteers contributed 203,358 hours in 2018, saving the County over $5 million?  
... 50 interns contributed 6,611 hours in 2018, an increase of 20% over 2017.

---

*My internship* was a continuous, positive, educational experience. Professional staff treated me like a true team member because the projects were meaningful, and I was given real ownership of tasks and ideas. The experience bolstered not only my skill sets and confidence but affirmed a career interest in natural resources and public service.

*Matthew Hill*

*Tree Trimmer 1*

*Stormwater and Vegetation Division, Public Works*
Strategic Focus Area 4: Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services.

Preparing Supervisors

The Supervisory & Management Competencies Series (SMCS) is designed to develop leadership skills with proven techniques that will increase productivity and develop people skills for both the new manager and the experienced veteran. It is required for all newly hired or promoted supervisors. Participants meet one day a week for nine consecutive weeks. At the end of this series, participants should be able to:

- Demonstrate the necessary knowledge, skills and behaviors to increase effectiveness in a managerial role
- Apply strategies to deal with supervisory difficulties and challenges and manage employees effectively
- Promote superior employee performance, achieve goals and objectives and project a competent, confident and professional image

In 2018, OTD recalibrated offerings in SMCS that develop and nurture future leaders who are accountable, who champion our values and who inspire the best in their colleagues.

OTD also created a SharePoint platform for participants to manage course information, the annual calendar and documents such as PowerPoint presentations, self-assessments and other handouts.

With 75 enrolled, all SMCS classes were full in 2018, with a wait list.

Flexible and Accessible “Always On” Learning

OTD focuses on helping employees further their education and advance their career in a challenging and fulfilling manner.

Always On means access to learning any time, any place, any path, any pace.

To provide options for self-directed learning, anytime, anywhere, at the point of need and/or instructor-led courses, OTD rolled out ULearnIT’s new and effective self-paced delivery options for real (soft) skills with 24/7 unlimited access to comprehensive e-learning libraries, courses, videos, recorded live events and digital books.

All learning through ULearnIT focuses on timeless leadership exercises and ideas useful for anyone, in any position, at any organization.

Employee Well-Being

The Wellness Program integrates education, incentives and wellness tools that support employees in overall health improvement, strengthen workplace morale and increase productivity. Just a few of the exciting successes the Wellness Program experienced were:

- Record-breaking participation in the wellness learning series
- Updated fitness equipment for the Wellness Center
- Improved the TrackThis! portal to make it more user-friendly
- Created new partnerships with municipalities to offer employees recreation center discount programs closer to their homes and work places

Did you know …

... 2,160 employees were involved in professional development programs to help them build the right skills and competencies for success?

... 282 users participated in ULearnIT to access online learning and completed 341 videos, courses and resources in 678 hours, an increase of over 13%?
Enhanced Communications

Our staff believes to effectively serve our employees we must listen, evaluate and implement best practices of two-way communication with employees, stakeholders and customers.

Listening and Evaluating

Human Resources is always evaluating ways we can effectively communicate to vast groups of employees so they are able to identify and focus on the right information to make the right decision. The channels include face-to-face, emails, webinar and home mailers.

Enhancing Communication

- Benefits and Wellness increased the use of webinars and web and mobile-based applications
- Added a GoToMeeting webinar option to on-site learning opportunities
- Utilized GoToMeeting webinar platform for streamlined and more easily accessible wellness champion on-boarding and training
- Partnered with Business Technology Services to make ongoing improvements to the Wellness activity registration, tracking, and evaluation
- During Benefits Annual Enrollment, in addition to home mailers, in-person information sessions, and web- and email-based information sharing, Total Rewards added two live webinars to give employees a more convenient method to reach out and get questions answered.

Responsive Wellness Programming

The Stress-Proof Brain was a 4-part wellness learning series presented by Wellness and UnitedHealthcare staff and based on the book “Stress-Proof Brain,” by Melanie Greenberg, Ph.D. The series was developed in response to health surveys completed in 2016 which indicated that a majority of employees experienced at least moderate stress on a regular basis, yet most did not believe it had an impact on their health.

The series provides information on how stress affects the body, the increased health risks resulting from unmanaged stress, what happens in the brain when we experience stress, and tools to recognize and keep stress reactions under control.

The Series was well attended with 600 participants or about 20% of the UPS employee population.

Did you know ...

... 2,200 employees and their spouses/domestic partners participated in the Wellness Incentive Program in 2018?
Centers of Excellence - Selected Highlights

The purpose of our Total Rewards program is to align rewards programs with our strategic initiatives, in order to attract, retain, and engage our employees through equity, transparency and education about benefits, compensation, wellness and other rewards.

Total Rewards - Classification & Compensation Study

Human Resources engaged the services of a respected consultant, Evergreen Solutions, to conduct a study with a primary objective to help Pinellas County provide an equitable and competitive structure for classification and pay rates.

In 2017, they took the first step in a multi-year process which examines compensation levels, pay structure, rules, and guidelines, and rank and range compression.

The study encompassed all employees under the UPS umbrella, and Evergreen reported the findings and their recommendations in the spring of 2018.

Overall, Evergreen found that, based on the number of years in their occupations, the pay rates for the majority of UPS employees are more than 10% above what they would expect to receive if employed by other peer organizations, and that compensation including benefits is competitive with peer organizations.

◆ 43% or 1,031 classified employees received an increase in pay in September 2018.

◆ 82% of classified employees moved to a pay grade with a higher midpoint than their current pay grade.

◆ 523 employees requested a secondary review of their results.

The next steps will involve completing the 523 secondary review requests, implementation for exempt employees, examining rules and guidelines, and addressing rank and range compression.

Total Rewards - Benefits

In 2018, Human Resources conducted a Benefits Satisfaction Survey. It was sent to all UPS employees and we asked them to rate the importance of the total benefits package, from health benefits to development opportunities to discount programs.

Approximately 28% responded (854 employees).

Top Five Rated Benefits

Paid time off – 98%

The medical plan – 96%

The dental plan – 92%

The vision plan – 87%

The prescription drug plan – 87%

It Pays to Work for Pinellas

All UPS employees were sent a personalized statement in 2018 which provided an annualized overview of the wages and benefits — Total Compensation — they earn.

In 2019, the Benefits team will embark on a benefits education campaign to help employees understand and fully utilize the whole package.
Centers of Excellence - Selected Highlights (continued)

Workforce Strategy

Sometimes making seemingly small changes can make a big difference. The Workforce Strategy team responded to hiring managers’ and applicants’ requests to streamline the hiring process:

- Reduced application size by eliminating driver’s license information and moving text boxes to improve the flow
- Worked with managers to improve requisitions by including engaging leads in advertising
- Sent decline letters electronically to minimize candidate wait time

Information Systems and Records

HRIS works to establish integration of the HR Centers of Excellence with metrics, analytics, and communications accomplished through information technology, while bridging services from HR, Business Technology Services (BTS) and the Office of Technology and Innovation. They serve as a conduit for using history, data and best practices to create greater efficiency and effectiveness.

In 2018, HRIS devised a metric to establish a baseline for information accuracy. Staff can boast they have a 98.78% accuracy rate.

HRIS also worked with Workforce Strategy, OTD and BTS to upgrade the software used for recruitment and onboarding, Taleo. These upgrades streamline and improve the user experience — from hiring managers to candidates to new employees.

Significant upgrades were also made to the fingerprinting and badging equipment and process, contributing to a more efficient and agreeable experience for new hires and the HRIS staff who work with them.

Did you know …

... HRIS staff logged 11,667 transactions in OPUS? (OPUS is a system that integrates Human Resources, finance and administrative functions)
Communications and Outreach

As a result of a survey we conducted on *The Pen* in 2018, we made it easier for employees to send in suggestions for employee-focused stories resulting in over dozen stories about employee experiences.

- *The Pen* average page count has increased by one third.

In 2018, Communications produced substantial collateral for several major campaigns including:

- Annual Enrollment
- Wellness Champion meetings (2)
- Wellness Series (2)
- Classification and Compensation Study
- Colors of Pinellas Employee Art Show
- Wellness incentives and challenges (11)

Communications also creates and updates hundreds of pages and PDFs on the Human Resources website which receives nearly 3 million hits per year.

Planning and Performance

Planning and Performance leads the effort to implement and carry out the HR Strategic Plan for prioritization of efforts, as well as pursuing Human Resources Business Partnerships and handling Employee Relations.

- The HR Strategic Plan was implemented in 2018 through a collaborative effort within HR and with input from stakeholders.
- The HR Policy Team formed in October 2018 from a cross-section of all CoEs, to start a review for inclusive language of all HR policies as well as UPS personnel rules and policies.
- As follow up to the 2017 Employee Voice Survey, HR offers customized development in organizational development intervention as a result of employee grievances, performance issues and request for assistance as metrics and impacts demonstrate needs in parts of the organization.
- Met with all Business Partners across the UPS to evaluate effectiveness and make plans for future strategic partnering.

Organizational and Talent Development

- OTD’s team of instructors interacted with 5,745 attendees or 462 more than in FY2017. That’s an increase in participation of 8.7%
- Created a new design for the 2018 Learning Catalog making it more user-friendly with direct links to OPUS registration, four tables of contents and a listing of all our instructors.
Looking Ahead by Strategic Priority

As we move into the first full calendar year of our HR Strategic Plan 2019, some of our important future focused strategies related to key focus areas are as follows:

**Diverse**
- Foster social interaction and team building to create positive and collaborative work environments
- OTD and the Office of Human Rights are partnering on learning opportunities, as well as finding ways to capture metrics that reveal inclusion as well as diversity demographics
- Identify additional learning opportunities to incorporate diversity and inclusion into the curriculum
- Educate Appointing Authorities about the importance of integrating inclusion
- Further develop advertisements to attract diverse candidates

**Talented**
- Narrow our focus and identify strategies to address ways we can attract and retain diverse populations
- Improve exit interview process
- Determine the most effective way to measure the success of learning programs
- Establish competencies for HR staff in 2019
- Expand Bright Futures opportunities for students
- Work with Appointing Authorities to develop a formalized paid internship program
- Formalize a job shadowing program across the UPS

**Engaged**
- Expand stakeholder and community partnerships to improve access and expand variety of wellness events/facilities for employees
- Work across CoEs (OTD and Employee Relations) to identify and implement supervisor engagement education and resources
- Establish target percent of employees satisfied with total compensation
- Meet with all business partners across the UPS to evaluate effectiveness, and plan for movement to strategic partnering for the future
- Form a diversity and inclusion work group
- Partner with local organizations to expand group volunteerism
- Expand event and short-term volunteering opportunities
- Engage all employees to improve communication efforts

**Prepared**
- Explore and identify groundbreaking wellness tools and programs
- Provide wellness and social wellness education that limits conflict and emotionally strained environments before they escalate
- Design a comprehensive communications plan for the online application rebrand
- Offer informational career ladder workshops
- Build/publish an HR terminology glossary
- Provide Benefits education throughout the year
- Host training-based workshops to address County needs to manage interns and volunteers
- Establish centralized contract/budget and administration process for HR
- Develop individual development plans for all HR staff
**Appointing Authority** | Encumbered (Filled) Positions
--- | ---
Business Technology Services | 131
Clerk of the Circuit Court | 487
County Administrator | 1,926
County Attorney | 33
County Commissioners | 8
Forward Pinellas | 18
Human Resources | 34
Office of Human Rights | 9
Property Appraiser | 120
Supervisor of Elections | 36
Tax Collector | 265
**Total** | **3,067**

*Data as of 12/31/2018. Does not include elected officials.*

---

**Service Type (Classified or Exempt) and Race/Ethnicity**

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Asian</th>
<th>American Indian or Alaskan Native</th>
<th>Black</th>
<th>Hispanic or Latino</th>
<th>White</th>
<th>2 or More</th>
<th>Hawaiian or Other Pacific Islander</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified</td>
<td>32</td>
<td>5</td>
<td>418</td>
<td>122</td>
<td>1,804</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Exempt</td>
<td>29</td>
<td>2</td>
<td>59</td>
<td>26</td>
<td>560</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>61</strong></td>
<td><strong>7</strong></td>
<td><strong>477</strong></td>
<td><strong>148</strong></td>
<td><strong>2,364</strong></td>
<td><strong>7</strong></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td><strong>Percentage</strong></td>
<td><strong>2.0%</strong></td>
<td><strong>0.2%</strong></td>
<td><strong>15.6%</strong></td>
<td><strong>4.8%</strong></td>
<td><strong>77.1%</strong></td>
<td><strong>0.2%</strong></td>
<td><strong>0.1%</strong></td>
</tr>
</tbody>
</table>

**2010 Census** 2.96% .32% 10.34% 7.99% 82.14% 2.18 .09%

---

**Gender and Age**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>130</td>
<td>131</td>
<td>261</td>
</tr>
<tr>
<td>30 - 39</td>
<td>272</td>
<td>268</td>
<td>540</td>
</tr>
<tr>
<td>40 - 49</td>
<td>373</td>
<td>318</td>
<td>691</td>
</tr>
<tr>
<td>50 - 59</td>
<td>531</td>
<td>540</td>
<td>1,071</td>
</tr>
<tr>
<td>60 &amp; Over</td>
<td>259</td>
<td>245</td>
<td>504</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1,565</strong></td>
<td><strong>1,502</strong></td>
<td><strong>3,067</strong></td>
</tr>
</tbody>
</table>

**Average Age**

| Average Age | 47.95 | 47.98 | 47.96 |

*In 2017, the average age was 48.42.*
Human Resources Organization Chart

**Unified Personnel System Board**

- Holly J. Schoenherr
  - Director
- Peggy Sellards
  - Senior Executive Assistant

**TOTAL REWARDS**
- Compensation/Classification
- Health & Wellness
- Retirement

**PLANNING & PERFORMANCE**
- Employee Relations
- HR Business Partners
- Strategic Planning
- Performance Management

**Organizational & Talent Development**
- Leadership Development
- Learning Opportunities
- Organizational Culture

**Workforce Strategy**
- Employment
- Workforce Connections

**HRIS & Records Admin**
- HR Analytics
- New Employee Processing
- Personnel Records

**Communications & Outreach**
- Communications
- Volunteer Services
- Recognition & Awards

**Vacant HR Manager**

**Terri Wallace HR Manager**
- Vacant Contracts Administrator
- Jim Valliere
  - HR Business Partner
- Maria Roberts
  - HR Business Partner

**Audrey Savas HR Officer**
- Kat Black
  - HR Analyst
- Kevin Connelly
  - HR Analyst

**Meagan Decker HR Officer**
- Employment
- Bertha Battle
  - HR Coordinator
- Jennifer Catalano
  - HR Coordinator

**Chris White HR Officer**
- Vacant
- Gene Fields
  - HR Specialist
- Jim Owens
  - HR Analyst

**Irena Karolak HR Officer**
- Volunteer Services
- Cantrece Harmon
  - HR Technician
- Sarah Markofski
  - Special Projects Assistant

**Class & Compensation**
- Jack Loring
  - HR Officer
- Alan Goetz
  - HR Coordinator-temp

**Benefits**
- Mary Flockerzi
  - HR Officer
- Karla Cook
  - HR Analyst
- Kerri McManus
  - HR Analyst
- Gayle May
  - HR Technician
- Michelle Minnis
  - HR Technician

**Wellness**
- Jane Grannis
  - HR Coordinator
- Ashley Skubal
  - HR Technician

---

Denotes temporary supervisory responsibility.
The seven members of the Unified Personnel Board each serve a two-year term. Two of the board members are appointed by the Board of County Commissioners, two by Elected Officials, 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.

Dr. Ricardo Davis, Chair
Personnel Board
Appointee

Ron Walker, Vice Chair
Elected Officials
Appointee

James Dates
Board of County Commissioners
Appointee

Keith C. Dekle
Employees’ Advisory Council
Appointee

Kenneth Peluso
Board of County Commissioners
Appointee

William A. Schulz II
Employees’ Advisory Council
Appointee

Joan M. Vecchioli
Elected Officials
Appointee

Personnel Board members as of December 31, 2018.
Whit Blanton  
**Executive Director**  
Forward Pinellas

Ken Burke  
**Clerk of the Circuit Court & Comptroller**

Barry Burton  
**County Administrator**  
Board of County Commissioners

Deborah Clark  
**Supervisor of Elections**

Jeff Rohrs  
**Chief Information Officer**  
Business Technology Services

Holly Schoenherr  
**Director**  
Human Resources

Charles Thomas  
**Tax Collector**

Mike Twitty  
**Property Appraiser**

Paul Valenti  
**Director**  
Office of Human Rights

Jewel White  
**County Attorney**
**Strategic Focus Areas Performance Indicators**

All Performance Indicators with a 2018 Actual of “Establish baseline” will be reported in 2019.

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>2018 Actual</th>
<th>2019 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of rewards and recognition</td>
<td>Establish baseline</td>
<td>90%</td>
</tr>
<tr>
<td>All learning and development opportunities – attendees able to apply learning in work setting</td>
<td>Establish baseline</td>
<td>85%</td>
</tr>
<tr>
<td>Disciplinary actions impacting positive change of behavior - percent of respondents *</td>
<td>96%</td>
<td>90%</td>
</tr>
<tr>
<td>Grievances resulting in resolution - percent of respondents *</td>
<td>96%</td>
<td>90%</td>
</tr>
<tr>
<td>Investigations resulting in solution - percent of respondents *</td>
<td>10%</td>
<td>50%</td>
</tr>
<tr>
<td>Exit interviews completed - percent of number exiting</td>
<td>10%</td>
<td>50%</td>
</tr>
<tr>
<td>Retention of new hires within the first year - percent</td>
<td>Establish baseline</td>
<td>80%</td>
</tr>
<tr>
<td>Successful recruitments – percent satisfactory</td>
<td>Establish baseline</td>
<td>90%</td>
</tr>
<tr>
<td>Internal promotions / open positions - percent promoted</td>
<td>Establish baseline</td>
<td>50%</td>
</tr>
<tr>
<td>Number of hours served by volunteers</td>
<td>203,358</td>
<td>210,000</td>
</tr>
<tr>
<td>Number of hours served by interns /externs</td>
<td>6,611</td>
<td>8,000</td>
</tr>
<tr>
<td>HRIS information accuracy - percent</td>
<td>98.78%</td>
<td>98.8%</td>
</tr>
<tr>
<td>Health benefits payments per employee (employer paid health and dental)</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent UPS employees satisfied with total compensation</td>
<td>Establish baseline</td>
<td>80%</td>
</tr>
<tr>
<td>Wellness Program participation (active employee/spouse) - number of attendees</td>
<td>2,200</td>
<td>2,400</td>
</tr>
<tr>
<td>Annual HR Employee Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating</td>
<td>Establish baseline</td>
<td>80%</td>
</tr>
<tr>
<td>Customer response time – initial response</td>
<td>2 business days</td>
<td>1 bus. day</td>
</tr>
<tr>
<td>Policy review completed - percent</td>
<td>Established</td>
<td>100%</td>
</tr>
<tr>
<td>IDPs established for HR employees - percent</td>
<td>For 2019</td>
<td>100%</td>
</tr>
<tr>
<td>HR process map timeline completed - percent</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>HR core competencies established and utilized for performance management</td>
<td>For 2019</td>
<td>100%</td>
</tr>
<tr>
<td>HR Leadership Team 360 feedback completed and integrated into performance goals</td>
<td>For 2019</td>
<td>100%</td>
</tr>
<tr>
<td>Develop HR employees for knowledge needs in department - percent</td>
<td>For 2019</td>
<td>100%</td>
</tr>
<tr>
<td>HR budget performance - within forecast</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Contract renewals within timelines - percent</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Annual evaluation of contracts</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Analytics created to capture indicators</td>
<td>90%</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Overall satisfaction with Employee Relations’ response/handling of situations.*
Pinellas County Human Resources
400 South Fort Harrison Avenue, Clearwater, FL 33756
(727) 464-3367
humanresources@pinellascounty.org
www.pinellascounty.org/hr

1/29/19
HRD Employee Responses - Response Rate: 94%

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

Note: UPS data shown below excludes HRD responses.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>How likely or unlikely are you to recommend working for Pinellas County to someone who asks?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Level of recommendation</td>
<td>89%</td>
<td>94%</td>
<td>85%</td>
<td>91%</td>
</tr>
<tr>
<td>Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Overall, I am satisfied with my job</td>
<td>83%</td>
<td>85%</td>
<td>85%</td>
<td>78%</td>
</tr>
<tr>
<td>3 Overall, I feel positive about working for PINELLAS COUNTY</td>
<td>87%</td>
<td>88%</td>
<td>87%</td>
<td>76%</td>
</tr>
<tr>
<td>5 I plan on working for this organization a year from now</td>
<td>89%</td>
<td>85%</td>
<td>88%</td>
<td>65%</td>
</tr>
<tr>
<td>6 I feel positively challenged in my current job</td>
<td>78%</td>
<td>85%</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>85%</td>
<td>70%</td>
</tr>
<tr>
<td>8 I know what is expected of me at work</td>
<td>90%</td>
<td>94%</td>
<td>90%</td>
<td>74%</td>
</tr>
<tr>
<td>9 I have the opportunity to do what I do best every day at work</td>
<td>80%</td>
<td>82%</td>
<td>79%</td>
<td>73%</td>
</tr>
<tr>
<td>10 My values match or fit with the values of this organization</td>
<td>85%</td>
<td>88%</td>
<td>83%</td>
<td>78%</td>
</tr>
<tr>
<td>16 I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.)</td>
<td>87%</td>
<td>100%</td>
<td>81%</td>
<td>96%</td>
</tr>
<tr>
<td>27 There is a connection between compensation and performance</td>
<td>35%</td>
<td>42%</td>
<td>34%</td>
<td>30%</td>
</tr>
<tr>
<td>11 I have received recognition or praise for doing good work in the last quarter</td>
<td>75%</td>
<td>94%</td>
<td>61%</td>
<td>70%</td>
</tr>
<tr>
<td>12 In the last quarter, someone at work has talked to me about my progress</td>
<td>70%</td>
<td>85%</td>
<td>72%</td>
<td>70%</td>
</tr>
<tr>
<td>Please rate the quality of each of the following aspects of working for your DEPARTMENT.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 The working relationships in my department overall</td>
<td>70%</td>
<td>56%</td>
<td>69%</td>
<td>50%</td>
</tr>
<tr>
<td>64 Fostering a culture of inclusion</td>
<td>60%</td>
<td>69%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Communication among all members of my department</td>
<td>56%</td>
<td>66%</td>
<td>55%</td>
<td>36%</td>
</tr>
<tr>
<td>16 The work being done at my department overall</td>
<td>82%</td>
<td>91%</td>
<td>81%</td>
<td>57%</td>
</tr>
<tr>
<td>17 Overall staff morale</td>
<td>53%</td>
<td>47%</td>
<td>49%</td>
<td>27%</td>
</tr>
<tr>
<td>18 A respectful atmosphere</td>
<td>70%</td>
<td>81%</td>
<td>63%</td>
<td>48%</td>
</tr>
<tr>
<td>19 Communicating standards of ethical behavior</td>
<td>72%</td>
<td>84%</td>
<td>67%</td>
<td>57%</td>
</tr>
<tr>
<td>20 Modeling standards of ethical behavior</td>
<td>71%</td>
<td>84%</td>
<td>65%</td>
<td>55%</td>
</tr>
<tr>
<td>21 Maintaining a work environment that is free of violence</td>
<td>91%</td>
<td>97%</td>
<td>81%</td>
<td>74%</td>
</tr>
<tr>
<td>22 Maintaining a work environment that is free of harassment</td>
<td>78%</td>
<td>84%</td>
<td>81%</td>
<td>74%</td>
</tr>
<tr>
<td>23 Clarity of staff roles and responsibilities</td>
<td>92%</td>
<td>94%</td>
<td>92%</td>
<td>91%</td>
</tr>
<tr>
<td>25 Compensation (salary and benefits) compared with similar opportunities</td>
<td>66%</td>
<td>66%</td>
<td>66%</td>
<td>39%</td>
</tr>
<tr>
<td>30 Defining department performance objectives</td>
<td>67%</td>
<td>69%</td>
<td>49%</td>
<td>30%</td>
</tr>
<tr>
<td>32 Supporting continual learning and development</td>
<td>72%</td>
<td>78%</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>35 Opportunities to develop a career path</td>
<td>52%</td>
<td>47%</td>
<td>50%</td>
<td>48%</td>
</tr>
<tr>
<td>36 Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)</td>
<td>71%</td>
<td>25%</td>
<td>66%</td>
<td>74%</td>
</tr>
<tr>
<td>37 Availability of necessary materials, resources and equipment to do the job effectively</td>
<td>77%</td>
<td>72%</td>
<td>74%</td>
<td>74%</td>
</tr>
<tr>
<td>39 Providing individual and group work spaces to do the job effectively</td>
<td>76%</td>
<td>88%</td>
<td>73%</td>
<td>70%</td>
</tr>
</tbody>
</table>
Please rate each of the following aspects of your WORKGROUP.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>The working relationships in my workgroup overall</td>
<td>77%</td>
<td>97%</td>
<td>76%</td>
</tr>
<tr>
<td>41</td>
<td>Communication among all staff in my workgroup overall</td>
<td>71%</td>
<td>88%</td>
<td>68%</td>
</tr>
<tr>
<td>42</td>
<td>The distribution of work among team members in my workgroup</td>
<td>67%</td>
<td>59%</td>
<td>62%</td>
</tr>
<tr>
<td>43</td>
<td>The quality of the working relationships between sections or workgroups in this organization</td>
<td>67%</td>
<td>75%</td>
<td>58%</td>
</tr>
<tr>
<td>44</td>
<td>The quality of work being done in my workgroup overall</td>
<td>87%</td>
<td>94%</td>
<td>83%</td>
</tr>
<tr>
<td>45</td>
<td>Overall staff morale in my workgroup</td>
<td>63%</td>
<td>72%</td>
<td>58%</td>
</tr>
</tbody>
</table>

Please rate each of the following aspects of your SUPERVISOR’S performance.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>46</td>
<td>Fostering an atmosphere of mutual trust and confidence</td>
<td>67%</td>
<td>75%</td>
<td>64%</td>
</tr>
<tr>
<td>47</td>
<td>Promoting a positive working relationship among workgroup members</td>
<td>71%</td>
<td>75%</td>
<td>66%</td>
</tr>
<tr>
<td>28</td>
<td>Dealing with low-performing employees</td>
<td>43%</td>
<td>44%</td>
<td>24%</td>
</tr>
<tr>
<td>29</td>
<td>Rewarding/recognizing high-performing employees</td>
<td>51%</td>
<td>56%</td>
<td>27%</td>
</tr>
<tr>
<td>31</td>
<td>Applying discipline fairly and consistently</td>
<td>53%</td>
<td>59%</td>
<td>35%</td>
</tr>
<tr>
<td>34</td>
<td>Coaching or mentoring employees</td>
<td>61%</td>
<td>69%</td>
<td>48%</td>
</tr>
<tr>
<td>48</td>
<td>Providing specific, constructive feedback that helps improve performance</td>
<td>66%</td>
<td>77%</td>
<td>61%</td>
</tr>
<tr>
<td>49</td>
<td>Working together with employees to set goals</td>
<td>64%</td>
<td>69%</td>
<td>60%</td>
</tr>
<tr>
<td>50</td>
<td>Communicating expectations of employees</td>
<td>69%</td>
<td>72%</td>
<td>62%</td>
</tr>
<tr>
<td>51</td>
<td>Encouraging employees to make decisions concerning their work</td>
<td>72%</td>
<td>91%</td>
<td>70%</td>
</tr>
<tr>
<td>52</td>
<td>Informing employees about decisions that impact work</td>
<td>69%</td>
<td>75%</td>
<td>65%</td>
</tr>
<tr>
<td>54</td>
<td>Treating employees with respect</td>
<td>77%</td>
<td>94%</td>
<td>73%</td>
</tr>
<tr>
<td>55</td>
<td>Welcoming employee involvement in decision-making</td>
<td>67%</td>
<td>81%</td>
<td>63%</td>
</tr>
<tr>
<td>65</td>
<td>Accessibility of supervisor to address questions and concerns</td>
<td>78%</td>
<td>88%</td>
<td></td>
</tr>
</tbody>
</table>

Please rate the quality of each of the following aspects of your organization’s executive leadership, i.e. your Appointing Authority.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>Clarity of strategic direction, goals and objectives</td>
<td>63%</td>
<td>81%</td>
<td>62%</td>
</tr>
<tr>
<td>57</td>
<td>Communicating information in a timely manner</td>
<td>60%</td>
<td>81%</td>
<td>59%</td>
</tr>
<tr>
<td>58</td>
<td>Communicating information that helps employees to understand the problems and issues facing Pinellas County</td>
<td>59%</td>
<td>81%</td>
<td>55%</td>
</tr>
<tr>
<td>59</td>
<td>Encouraging employees to come up with innovative solutions to problems</td>
<td>59%</td>
<td>69%</td>
<td>57%</td>
</tr>
<tr>
<td>60</td>
<td>Welcoming employee involvement in decision-making</td>
<td>49%</td>
<td>72%</td>
<td>48%</td>
</tr>
<tr>
<td>61</td>
<td>Listening to employee opinions</td>
<td>51%</td>
<td>78%</td>
<td>48%</td>
</tr>
<tr>
<td>62</td>
<td>Promoting a climate of mutual understanding and respect among members of different groups</td>
<td>60%</td>
<td>81%</td>
<td>55%</td>
</tr>
<tr>
<td>63</td>
<td>Overall level of confidence in the leadership of my top leadership</td>
<td>61%</td>
<td>81%</td>
<td>58%</td>
</tr>
</tbody>
</table>