UNIFIED PERSONNEL BOARD AGENDA

Date: February 7, 2019
Time: 6:30 p.m.
Location: BCC Assembly Room, Fifth Floor, Pinellas County Courthouse
315 Court Street, Clearwater, Florida

PLEDGE OF ALLEGIANCE

Personnel Board

I. Election of Chair and Vice Chair of the Unified Personnel Board
II. Citizens to be Heard

EAC

III. Employees’ Advisory Council Representative

Personnel Board

IV. CONSENT AGENDA

1. Request Approval of the Minutes of the Regular Personnel Board Meeting held December 6, 2018

Human Resources

V. INFORMATIONAL ITEMS

1. Action Taken Under Authority Delegated by the Personnel Board
2. Performance Review Timeline for the HR Director
3. Classification & Compensation Study Update
4. Decision and Findings of the December Termination Appeal
5. Other Informational Items

County Attorney

VI. Workshop

1. General Procedure Guidance Discussion
2. Review of the Sunshine Law

Persons are advised that, if they decide to appeal any decision made at this meeting/hearing, they will need a verbatim record of the proceedings, and, for such purposes, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

Persons with a disability needing reasonable accommodation(s) to participate in this proceeding should contact the Office of Human Rights, 400 S. Fort Harrison Ave., 5th Floor, Clearwater, FL 33756 (727) 464-4062 (V/TDD) no later than 48 hours prior to the meeting.
The Unified Personnel Board (UPB) met in regular session at 6:31 P.M. on this date in the County Commission Assembly Room, Fifth Floor, Pinellas County Courthouse, 315 Court Street, Clearwater, Florida, with the following members present: Ricardo Davis, Chair; Ron Walker, Vice-Chair; James Dates; Keith C. Dekle; Kenneth Peluso; William A. Schulz II; and Joan M. Vecchioli.

Also Present: Holly J. Schoenherr, Director of Human Resources; Carl E. Brody, Senior Assistant County Attorney; Chris Bartlett, Board Reporter, Deputy Clerk; and other interested individuals.

AGENDA

PLEDGE OF ALLEGIANCE

I. Citizens to be Heard

EAC

II. Employees’ Advisory Council Representative

Personnel Board

III. CONSENT AGENDA

1. Request Approval of the Minutes of the Regular Personnel Board Meeting held September 6, 2018
2. Request Approval of the Minutes of the Regular Personnel Board Meeting held October 4, 2018
3. Request Approval of the Minutes of the Regular Personnel Board Meeting held November 1, 2018

Personnel Board

IV. NEW BUSINESS

1. UPB Review of BCC Resolution No. 18-90
2. Discuss Appeal Procedures Related to the 2018 Evergreen Study

Human Resources

V. INFORMATIONAL ITEMS

1. Action Taken Under Authority Granted by the Personnel Board
2. Classification & Compensation Study Update
3. Appointment of Personnel Board Members by the BCC: Jeffery Kronschnabl and Kenneth Peluso
4. Other Informational Items

Utilities

VI. TERMINATION APPEAL

Jermaine Bennett v. Pinellas County Utilities

All documents and handouts provided to the Clerk’s Office have been made a part of the record.

CALL TO ORDER

Chair Davis called the meeting to order at 6:31 P.M.; whereupon, he led the Pledge of Allegiance.
CITIZENS TO BE HEARD

In response to the Chair’s call for persons wishing to speak, the following employees appeared and expressed their concerns related to the Evergreen study results and appeal process, and the creation of a new Benefits Advisory Committee:

William Russ, Crew Chief 2, Stormwater and Vegetation Division
Jesse Prissel, Crew Chief 2, Stormwater and Vegetation Division
Dennis Touchton, Senior Equipment Operator, Stormwater and Vegetation Division
Wren Smotherman, Senior Equipment Operator, Stormwater and Vegetation Division
Matthew Parolisi, Crew Chief 2, Stormwater and Vegetation Division
Kevin Rosekrans, Automotive Equipment Operator 2, Stormwater and Vegetation Division
Paul Haywood, Automotive Equipment Operator 1, Stormwater and Vegetation Division

Following the individuals’ comments, Ms. Schoenherr clarified that the consulting contract with Evergreen Solutions was for $150,000.00.

EMPLOYEES’ ADVISORY COUNCIL REPRESENTATIVE

EAC Chair Charles Toney welcomed Mr. Peluso to the Board and provided the following update:

- Noted that County Administrator Barry Burton attended the November Delegate meeting and fielded questions from the attendees; and that he met individually with Mr. Burton on November 26.

- Provided an update on the EAC election of representatives and the use of County email as part of the election process.

- Related that EAC Officers and the EAC representative at-large will be selected during the December EAC meeting.

- Indicated that the new Benefits Advisory Committee should be given enough time to be set up properly; and that after meeting with the Appointing Authorities on October 15, the Committee’s focus may go beyond only health benefits to include all available benefits to the employees.
• Provided an update on the Merit Pay Committee, stating that it is currently looking at the costs of replacing an employee versus the benefits of having an employee stay long term. He noted that the Committee has identified the top three reasons that employees leave their positions as retirement, compensation, and management and supervisory issues.

• Identified certain statements found in the new pay policy that may be incorrect regarding merit pay policies and related budget concerns.

CONSENT AGENDA – APPROVED

Upon motion by Mr. Walker, seconded by Ms. Vecchioli and carried unanimously, the minutes of the regular meetings held September 6, October 4, and November 1, 2018 were approved. Following the vote, Chair Davis noted that UPB minutes are sometimes delayed; whereupon, he requested that Ms. Schoenherr consider options for the members to review regarding the timely production of its minutes.

NEW BUSINESS

UPB Review of BCC Resolution No. 18-90

Ms. Schoenherr introduced the item and provided background information. Chair Davis noted that correspondence regarding the matter has been received from Supervisor of Elections Deborah Clark and from the County Administrator’s Office; whereupon, Attorney Brody explained that the Board is being asked to acknowledge the resolution because it affects the Human Resources Director, who is under the authority of the UPB.

Chair Davis indicated that the Resolution includes the creation of a Benefits Advisory Committee, and called for discussion. Responding to query by Mr. Peluso, Ms. Schoenherr stated that the Resolution does not specifically address which benefits the Committee would be reviewing; that the Board of County Commissioners (BCC) is the plan sponsor of the Employees’ Benefits Health Plan, covering medical, dental, vision, and pharmacy benefits; and that it does not cover benefits such as paid leave, deferred compensation, and other benefits regulated by the UPB.

Ms. Schoenherr explained that because the Committee is being created by a BCC resolution, its scope would likely be limited to Health Plan benefits; and that some of the Appointing Authorities have expressed support for having the Committee review the complete portfolio of benefits offered to County employees.
Chair Davis clarified that the UPB and Human Resources (HR) are not expected to support the Committee’s administrative needs; and that he questions whether the UPB has any authority to change or expand the resolution, and discussion ensued.

Upon the Chair’s invitation, Special Assistant to the County Administrator Canaan McCaslin appeared and stated that Mr. Burton supports having the Committee review the total benefits portfolio of employees; and that from conversations with Ms. Schoenherr, an interagency agreement between the BCC and the Board might provide a proper avenue to delegate authority to the HR Director to handle benefits from both agencies.

Mr. McCaslin noted that the Committee is advisory in scope and would not make decisions; that its purpose is to provide an avenue to discuss ongoing concerns and issues; and that any recommendations it might make would be routed to the proper agency for formal discussion; whereupon, he discussed the need to establish the Committee and allow it to meet and set forth its structure, and responded to queries by the members regarding the proposed interagency agreement.

In response to queries by Ms. Vecchioli, Mr. McCaslin indicated that parts of the delegated authority laid out in the resolution have been informally practiced over the past seven years, and Chair Davis noted that the UPB has silently agreed to allow the HR Director to perform those functions without objection.

Mr. Dates indicated that County employees would likely want the UPB to make a formal commitment on how best to review all County benefits, and Ms. Vecchioli stated that input from the Appointing Authorities is needed before the Board could make any decision.

Ms. Schoenherr related that she will be meeting with the Appointing Authorities in February and that if the Board agrees, she could provide feedback from that meeting and provide a recommended course of action to the Board in March regarding the resolution; whereupon, Mr. Walker moved, seconded by Ms. Vecchioli and carried unanimously, that the Board defer the item until its March meeting.

Discuss Appeal Procedures Related to the 2018 Evergreen Study

Ms. Schoenherr indicated that Human Resources is seeking clarification from the Board regarding the secondary review process; that the process currently states that it is only available where a position has experienced a downward reclassification, which is defined as the new pay grade maximum being lower than the former pay grade maximum; and that some positions may have been upgraded in the first review process so that there is no longer a downward reclassification situation, but that the employee may not be satisfied with the upgrade and may still want to appeal.
Attorney Brody stated that based on the language and intent of Section 12, appeals are limited as to either upholding the downward classification or returning the classification to its original value; and that once the question has been addressed, that is the end of the case. In response to queries by the members, he indicated that if the downward classification was not fully remedied, then the employee would remain eligible to appeal, and discussion ensued.

Responding to queries by the members, Ms. Schoenherr related that the administration of career ladders is changing; that policies on how they can be developed need to be established; and that she will continue to meet with the Appointing Authorities to consider all options that are available.

Upon the Chair’s call for a motion, Mr. Peluso moved, seconded by Ms. Vecchioli and carried unanimously, that the Board accept Counsel’s interpretation of the Appeal Procedures.

INFORMATIONAL ITEMS

Action Taken Under Authority Delegated by the Personnel Board

The document titled Action Taken Under Authority Delegated by the Unified Personnel Board has been made a part of the record.

Ms. Schoenherr noted that approximately 300 revisions to class specifications are part of the report; and that the Board delegated the authority to make those changes at its September meeting.

Classification and Compensation Study Update

Human Resources Officer Jack Loring referred to a document titled Phase 1 Implementation, Classified Metrics, December 3, 2018, a copy of which has been made a part of the record, and discussed the breakdown of the 523 requests for secondary review received from County employees. Responding to queries by the members, he related that the majority of requests came from employees under the BCC; and that several Appointing Authorities had no individuals who submitted a request. He noted that a few employees with hardships missed the deadline to submit a request; and that Human Resources was able to accommodate those individuals allowing them to submit their requests and be part of the secondary review process.

Appointment of Personnel Board Members by the BCC: Jeffery Kronschnabl and Kenneth Peluso

Chair Davis recognized Mr. Peluso on his appointment to the Board, and thanked Mr. Kronschnabl, who will join the Board in January, for observing the proceedings of tonight’s meeting.
December 6, 2018

Other Informational Items

The following miscellaneous information items were received for filing:

1. Minutes of the EAC Delegate meeting of September 27, 2018
2. Minutes of the EAC Representative meeting of October 17, 2018
3. Minutes of the EAC Merit Pay Committee meeting of October 17, 2018
4. Minutes of the EAC and Appointing Authorities joint meeting of October 15, 2018
5. Leadership Notes for November 2018
6. Training Calendars for December 2018 and January and February 2019

Chair Davis recognized the contribution of Mr. Dates and presented him with a plaque in recognition of his service to the Unified Personnel Board from 2015 through 2018.

* * * * *

The meeting was recessed at 8:02 P.M. and reconvened at 8:17 P.M.

* * * * *

APPEAL OF TERMINATION OF JERMAINE BENNETT, FORMERLY OF PINELLAS COUNTY UTILITIES – DENIED

Appeal of Termination filed by Jermaine Bennett, formerly of Pinellas County Utilities, was presented by Attorney Jawdet Rubaii, representing the Appellant, and by Pinellas County Utilities Director Megan Ross and Assistant County Attorney Yvette Acosta MacMillan, representing the Appointing Authority.

Chair Davis indicated that no exceptions were raised prior to the hearing, and called for it to begin. Following opening statements, testimony, cross-examination, and lengthy questioning of the parties and witnesses by the Board, Chair Davis called for closing arguments; whereupon, Ms. Acosta MacMillan summarized the Appointing Authority’s defense followed by Mr. Rubaii for the Appellant.
Thereupon, at the Chair’s request, Attorney Brody reviewed the three issues to be resolved, and following clarification, the Board deliberated on each separately.

1. **Does the Board find that the Appellant committed the activities for which he was terminated?**

   Mr. Dates indicated that the Appellant’s arguments do not fit well with the given testimony; and that he would like to hear the opinions of the other members, and Messrs. Dekle and Walker concurred.

   Mr. Schulz opined that the appearance of impropriety regarding the Appellant’s actions is strong; and that the taxpayers deserve better from County employees. Mr. Peluso concurred, noting that he will be voting in the affirmative on all three issues to be resolved.

   Ms. Vecchioli related that the burden of proof relies on the testimony given; that the evidence includes documents that corroborate parts of the witness’ testimony; and that due to the weight of the evidence, along with the Appellant’s pattern of conduct, she would agree that the burden of proof has been met.

   Upon the Chair’s call for a motion, Mr. Peluso moved, seconded by Mr. Walker, that the Board finds that the Appellant committed the activities for which he was terminated. Upon call for the vote, the motion carried 6 to 1, with Mr. Dekle casting the dissenting vote.

2. **Does the Board find that cause existed for the disciplinary action in that the above activities violated the Personnel Rules cited by the Appointing Authority?**

   Chair Davis related that Mr. Bennett was cited under Unified Personnel Rule 6, Items D10, D12, D33, and D35; whereupon, Mr. Dates moved, seconded by Mr. Walker, that the Board finds that cause did exist. Upon call for the vote, the motion carried unanimously.

3. **Does the Board find that the disciplinary action taken by the Appointing Authority was appropriate?**

   Mr. Peluso moved, seconded by Mr. Dekle, that the Board finds that the disciplinary action taken by the Appointing Authority was appropriate. Upon call for the vote, the motion carried unanimously. Chair Davis noted that the Board has upheld the termination; whereupon, he closed the hearing.

   *A digital recording of the proceeding has been made a part of the record.*
ADJOURNMENT

There being no further business, Chair Davis adjourned the meeting at 10:36 P.M.

Chair
Human Resources Director

Action Taken Under Authority Delegated by the Unified Personnel Board

The Human Resources Director, having been granted delegated authority to act on behalf of the Unified Personnel Board, has taken the following action from **November 25, 2018 through January 19, 2019.**

### ADDITIONS

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### TITLE CHANGE

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<td>13774</td>
<td>Facility Manager 1</td>
<td>Facility Operations Manager</td>
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### REVISIONS

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<td>10826</td>
<td>911 Public Safety Telecommunicator 1</td>
<td>C18</td>
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<tr>
<td>12160</td>
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<td>10234</td>
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<td>06154</td>
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<tr>
<td>16384</td>
<td>Transportation Systems Technician 1</td>
<td>C22</td>
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<tr>
<td>18102</td>
<td>Veteran Services Officer 1</td>
<td>C19</td>
</tr>
<tr>
<td>13660</td>
<td>Work Planning Coordinator</td>
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## Human Resources Director
### Performance Review Timeline
**For January 2018 through December 2018**

<table>
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<tr>
<th>Date</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>January 31, 2019</td>
<td>Human Resources 2018 Annual Report Published and Distributed to Unified Personnel Board, Appointing Authorities, and Employees Advisory Council (EAC)</td>
</tr>
<tr>
<td>February 1-20, 2019</td>
<td>Appointing Authorities and EAC provide feedback on HR Director performance</td>
</tr>
<tr>
<td>February 22, 2019</td>
<td>Stakeholder feedback and other performance-related documents shared with Unified Personnel Board members</td>
</tr>
<tr>
<td>February 22-28, 2019</td>
<td>Unified Personnel Board members individually complete and submit evaluation forms</td>
</tr>
<tr>
<td>March 7, 2019</td>
<td>Human Resources Director Annual Performance Review by Personnel Board</td>
</tr>
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HR Director Annual Performance Review

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

Evaluator’s Name

PINELLAS 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
2018 Human Resources Director Goals

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.
Benefits Feedback and Communication

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:
  o 2017: February (special meeting focused on the health plan), July, August
  o 2018: July, August
- Provided Health Plan Performance Updates
  o 2017: April, August
  o 2018: February, May, October

Employees’ Advisory Council (EAC)

- Discussed health plan changes and provided an opportunity for feedback:
  o 2017: July, August
  o 2018: June, July, August
- Address benefits-related questions posed by employees:
  o 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

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<tr>
<th>Date</th>
<th>Product</th>
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<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>10/25 - 10/30</td>
<td>Employee meetings held (4 total)</td>
<td>E</td>
</tr>
<tr>
<td>10/22/18</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>
</tr>
</tbody>
</table>
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%).

**Ranked in order of Total Favorable Importance.**

<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>
</tr>
</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>
</tr>
<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>
</tr>
<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>
</tr>
<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>
</tr>
<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>
</tbody>
</table>

47% report don't use
57% report not using benefit
54% report don't use benefit
58% report not a member
45% report don't use benefit
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.
**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 Días, 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-motive, 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.

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

Did you know ...

... Volunteer Services increased its presence in the community by attending 10 volunteer and intern fairs?
Prepared

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.

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.

Anonymous comment on confidential course evaluation

Stress is the reason for many of my illnesses that I’m taking medication for. I’m not alone and can help others with the tools I’ve learned.

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).

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.

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%
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
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
**DEMOGRAPHICS**

<table>
<thead>
<tr>
<th>Appointing Authority</th>
<th>Encumbered (Filled) Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Technology Services</td>
<td>131</td>
</tr>
<tr>
<td>Clerk of the Circuit Court</td>
<td>487</td>
</tr>
<tr>
<td>County Administrator</td>
<td>1,926</td>
</tr>
<tr>
<td>County Attorney</td>
<td>33</td>
</tr>
<tr>
<td>County Commissioners</td>
<td>8</td>
</tr>
<tr>
<td>Forward Pinellas</td>
<td>18</td>
</tr>
<tr>
<td>Human Resources</td>
<td>34</td>
</tr>
<tr>
<td>Office of Human Rights</td>
<td>9</td>
</tr>
<tr>
<td>Property Appraiser</td>
<td>120</td>
</tr>
<tr>
<td>Supervisor of Elections</td>
<td>36</td>
</tr>
<tr>
<td>Tax Collector</td>
<td>265</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,067</strong></td>
</tr>
</tbody>
</table>

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>61</td>
<td>7</td>
<td>477</td>
<td>148</td>
<td>2,364</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td><strong>Percentage of Total</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>1,565</td>
<td>1,502</td>
<td>3,067</td>
</tr>
</tbody>
</table>

**Average Age**

|        | **47.95** | **47.98** | **47.96** |

In 2017, the average age was 48.42.
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>90%</td>
<td></td>
</tr>
<tr>
<td>Investigations resulting in solution - percent of respondents *</td>
<td>90%</td>
<td></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>100%</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.*
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>How likely or unlikely are you to recommend working for Pinellas County to someone who asks?</th>
<th>UPS Positive Rating 2017</th>
<th>HRD Positive Rating 2017</th>
<th>UPS Positive Rating 2015</th>
<th>HRD Positive Rating 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Level of recommendation</td>
<td>89%</td>
<td>94%</td>
<td>85%</td>
<td>91%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.</th>
<th>UPS Positive Rating 2017</th>
<th>HRD Positive Rating 2017</th>
<th>UPS Positive Rating 2015</th>
<th>HRD Positive Rating 2015</th>
</tr>
</thead>
<tbody>
<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>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Please rate the quality of each of the following aspects of working for your DEPARTMENT.</th>
<th>UPS Positive Rating 2017</th>
<th>HRD Positive Rating 2017</th>
<th>UPS Positive Rating 2015</th>
<th>HRD Positive Rating 2015</th>
</tr>
</thead>
<tbody>
<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>46%</td>
<td>72%</td>
<td>46%</td>
<td>57%</td>
</tr>
<tr>
<td>32 Supporting continual learning and development</td>
<td>67%</td>
<td>69%</td>
<td>49%</td>
<td>30%</td>
</tr>
<tr>
<td>35 Opportunities to develop a career path</td>
<td>72%</td>
<td>78%</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>36 Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)</td>
<td>52%</td>
<td>47%</td>
<td>50%</td>
<td>48%</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>
<tr>
<td>Please rate each of the following aspects of your WORKGROUP.</td>
<td>UPS Positive Rating 2017</td>
<td>HRD Positive Rating 2017</td>
<td>UPS Positive Rating 2015</td>
<td>HRD Positive Rating 2015</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>---------------------------</td>
<td>---------------------------</td>
<td>---------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>40 The working relationships in my workgroup overall</td>
<td>77%</td>
<td>97%</td>
<td>76%</td>
<td>65%</td>
</tr>
<tr>
<td>41 Communication among all staff in my workgroup overall</td>
<td>71%</td>
<td>88%</td>
<td>68%</td>
<td>61%</td>
</tr>
<tr>
<td>42 The distribution of work among team members in my workgroup</td>
<td>67%</td>
<td>59%</td>
<td>62%</td>
<td>35%</td>
</tr>
<tr>
<td>43 The quality of the working relationships between sections or workgroups in this organization</td>
<td>67%</td>
<td>75%</td>
<td>58%</td>
<td>43%</td>
</tr>
<tr>
<td>44 The quality of work being done in my workgroup overall</td>
<td>87%</td>
<td>94%</td>
<td>83%</td>
<td>70%</td>
</tr>
<tr>
<td>45 Overall staff morale in my workgroup</td>
<td>63%</td>
<td>72%</td>
<td>58%</td>
<td>61%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Please rate each of the following aspects of your SUPERVISOR’S performance.</th>
<th>UPS Positive Rating 2017</th>
<th>HRD Positive Rating 2017</th>
<th>UPS Positive Rating 2015</th>
<th>HRD Positive Rating 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>46 Fostering an atmosphere of mutual trust and confidence</td>
<td>67%</td>
<td>75%</td>
<td>64%</td>
<td>55%</td>
</tr>
<tr>
<td>47 Promoting a positive working relationship among workgroup members</td>
<td>71%</td>
<td>75%</td>
<td>66%</td>
<td>59%</td>
</tr>
<tr>
<td>28 Dealing with low-performing employees</td>
<td>43%</td>
<td>44%</td>
<td>24%</td>
<td>17%</td>
</tr>
<tr>
<td>29 Rewarding/recognizing high-performing employees</td>
<td>51%</td>
<td>56%</td>
<td>27%</td>
<td>26%</td>
</tr>
<tr>
<td>31 Applying discipline fairly and consistently</td>
<td>53%</td>
<td>59%</td>
<td>35%</td>
<td>30%</td>
</tr>
<tr>
<td>34 Coaching or mentoring employees</td>
<td>61%</td>
<td>69%</td>
<td>48%</td>
<td>39%</td>
</tr>
<tr>
<td>48 Providing specific, constructive feedback that helps improve performance</td>
<td>66%</td>
<td>77%</td>
<td>61%</td>
<td>36%</td>
</tr>
<tr>
<td>49 Working together with employees to set goals</td>
<td>64%</td>
<td>69%</td>
<td>60%</td>
<td>32%</td>
</tr>
<tr>
<td>50 Communicating expectations of employees</td>
<td>69%</td>
<td>72%</td>
<td>62%</td>
<td>36%</td>
</tr>
<tr>
<td>51 Encouraging employees to make decisions concerning their work</td>
<td>72%</td>
<td>91%</td>
<td>70%</td>
<td>64%</td>
</tr>
<tr>
<td>52 Informing employees about decisions that impact work</td>
<td>69%</td>
<td>75%</td>
<td>65%</td>
<td>50%</td>
</tr>
<tr>
<td>54 Treating employees with respect</td>
<td>77%</td>
<td>94%</td>
<td>73%</td>
<td>64%</td>
</tr>
<tr>
<td>55 Welcoming employee involvement in decision-making</td>
<td>67%</td>
<td>81%</td>
<td>63%</td>
<td>52%</td>
</tr>
<tr>
<td>65 Accessibility of supervisor to address questions and concerns</td>
<td>78%</td>
<td>88%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Please rate the quality of each of the following aspects of your organization’s executive leadership, i.e. your Appointing Authority</th>
<th>UPS Positive Rating 2017</th>
<th>HRD Positive Rating 2017</th>
<th>UPS Positive Rating 2015</th>
<th>HRD Positive Rating 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>56 Clarity of strategic direction, goals and objectives</td>
<td>63%</td>
<td>81%</td>
<td>62%</td>
<td>39%</td>
</tr>
<tr>
<td>57 Communicating information in a timely manner</td>
<td>60%</td>
<td>81%</td>
<td>59%</td>
<td>61%</td>
</tr>
<tr>
<td>58 Communicating information that helps employees to understand the problems and issues facing Pinellas County</td>
<td>59%</td>
<td>81%</td>
<td>55%</td>
<td>35%</td>
</tr>
<tr>
<td>59 Encouraging employees to come up with innovative solutions to problems</td>
<td>59%</td>
<td>69%</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>60 Welcoming employee involvement in decision-making</td>
<td>49%</td>
<td>72%</td>
<td>48%</td>
<td>39%</td>
</tr>
<tr>
<td>61 Listening to employee opinions</td>
<td>51%</td>
<td>78%</td>
<td>48%</td>
<td>48%</td>
</tr>
<tr>
<td>62 Promoting a climate of mutual understanding and respect among members of different groups</td>
<td>60%</td>
<td>81%</td>
<td>55%</td>
<td>39%</td>
</tr>
<tr>
<td>63 Overall level of confidence in the leadership of my top leadership</td>
<td>61%</td>
<td>81%</td>
<td>58%</td>
<td>43%</td>
</tr>
<tr>
<td>Date</td>
<td>Medium</td>
<td>Message</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------</td>
<td>-------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-15-17</td>
<td>Pen, front page</td>
<td>Classification &amp; Compensation Study Coming in 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-20-17</td>
<td>AA meeting</td>
<td>Discussed scope of work for consultant RFP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4-15-17</td>
<td>Pen, page 3</td>
<td>Update: Classification &amp; Compensation Study (RFP)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 2017 to present</td>
<td>Web pages</td>
<td><a href="http://www.pinellascounty.org/hr/study">www.pinellascounty.org/hr/study</a> - Study web page including news/updates, consultant reports, FAQs, pay adjustment calculations, future milestones, pay plans, appeal procedures, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-15-17</td>
<td>Pen, front page</td>
<td>Classification &amp; Compensation Study</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-16-17</td>
<td>Blast email*</td>
<td>Two-Minute Tuesday video introducing study</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-2-17</td>
<td>Blast email</td>
<td>Class &amp; Comp study Information Sessions, link to register</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-8-17</td>
<td>Blast email</td>
<td>Class &amp; Comp Study Information Sessions, reminder to register</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-15-17</td>
<td>Pen, page 4</td>
<td>Class &amp; Comp Study Information Sessions, link to register</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-19 to 6-23-17</td>
<td>Information Sessions</td>
<td>70 one-hour Evergreen Info Sessions at 10 locations - about study and how to complete the Job Assessment Tool (JAT)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-23-17</td>
<td>Blast email</td>
<td>Announcing Job Assessment Tool (JAT) on the way and providing information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7-7-17</td>
<td>Blast email</td>
<td>JAT reminder to complete</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7-15-17</td>
<td>Pen, page 3</td>
<td>Update: JAT done</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7-17-17</td>
<td>Blast email</td>
<td>Reminding supervisors to review direct report’s JATs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8-15-17</td>
<td>Pen, page 2</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9-15-17</td>
<td>Pen, page 4</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10-13-17</td>
<td>AA meeting</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10-15-17</td>
<td>Pen, page 10</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11-15-17</td>
<td>Pen, page 3</td>
<td>Update: Ahead of schedule; benchmarking being done</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12-15-17</td>
<td>Pen, page 3</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-15-18</td>
<td>Pen, page 3</td>
<td>Reviewing preliminary results of benchmark survey</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-17-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-25-18</td>
<td>EAC Delegate meeting</td>
<td>Update and Q&amp;A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-2-18</td>
<td>AA meeting</td>
<td>Jeff Ling (Evergreen) attended, presented</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-15-18</td>
<td>Pen, page 3</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>March 2018</td>
<td>Meeting</td>
<td>HR presented info to the AAs on structure options</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3-15-18</td>
<td>Pen, page 3</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3-21-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3-22-18</td>
<td>EAC Delegate meeting</td>
<td>Update and Q&amp;A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3-26-18</td>
<td>AA meeting</td>
<td>(special meeting) Jeff Ling (Evergreen) attended, presented</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4-15-18</td>
<td>Pen, page 3</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4-18-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May 2018</td>
<td>Meetings</td>
<td>HR met with each AA to gather feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-15-18</td>
<td>Pen, page 4</td>
<td>Update</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-16-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-21-18</td>
<td>AA meeting</td>
<td>Jeff Ling (Evergreen) attended</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-24-18</td>
<td>EAC Delegate meeting</td>
<td>Q&amp;A with EAC Delegates</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6-1-18</td>
<td>Blast email</td>
<td>Class &amp; Comp Info Session – link to register</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* In most cases, blast emails included a request to supervisors to post the notice or to make sure their employees see it.
<table>
<thead>
<tr>
<th>Date</th>
<th>Medium</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-14-18</td>
<td>Blast email</td>
<td>Class &amp; Comp Info Sessions reminder</td>
</tr>
<tr>
<td>6-15-18</td>
<td>Pen, page 3</td>
<td>Executive Summary and FAQs; announce post-study info sessions</td>
</tr>
<tr>
<td>6-20-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>6-28-18</td>
<td>Blast email</td>
<td>Sessions reminder</td>
</tr>
<tr>
<td>7-9-18</td>
<td>Blast email</td>
<td>Sessions reminder</td>
</tr>
<tr>
<td>7-10-18</td>
<td>AA meeting</td>
<td>(special meeting) Agreement on implementation options</td>
</tr>
<tr>
<td>7-9 to 7-13-18</td>
<td>Information Sessions</td>
<td>Evergreen presented findings to over 650 employees during 49 one-hour sessions at 8 locations</td>
</tr>
<tr>
<td>7-15-18</td>
<td>Pen page 3</td>
<td>Updates</td>
</tr>
<tr>
<td>7-18-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>7-20-18</td>
<td>Blast email</td>
<td>JAT Supervisors reminder</td>
</tr>
<tr>
<td>7-26-18</td>
<td>EAC Delegate meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>8-3-18</td>
<td>Blast email</td>
<td>Class &amp; Comp Study update</td>
</tr>
<tr>
<td>8-15-18</td>
<td>Pen, page 3</td>
<td>Implementation steps on hold</td>
</tr>
<tr>
<td>8-15-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>8-21-18</td>
<td>Blast email</td>
<td>Class &amp; Comp study update</td>
</tr>
<tr>
<td>8-27-18</td>
<td>AA meeting</td>
<td>(special meeting) Study implementation</td>
</tr>
<tr>
<td>9-7-18</td>
<td>Blast email</td>
<td>Sent to all employees – one for classified and one for exempt</td>
</tr>
<tr>
<td>9-12-18</td>
<td>Individual emails</td>
<td>Classified employees individually notified by email regarding classification and pay adjustments</td>
</tr>
<tr>
<td>9-18-18</td>
<td>Home mailer</td>
<td>Classified employees individually notified by home mailer regarding classification and pay adjustments</td>
</tr>
<tr>
<td>9-18-18</td>
<td>Pen cover</td>
<td>Step One - Implementation</td>
</tr>
<tr>
<td>9-19-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>9-21-18</td>
<td>Blast email</td>
<td>Secondary Review Requests due by 9/24/18; sent to all employees</td>
</tr>
<tr>
<td>9-27-18</td>
<td>EAC Delegate meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>10-5-18</td>
<td>Blast email</td>
<td>Secondary Review Requests Update/Summary; sent to all employees</td>
</tr>
<tr>
<td>10-15-18</td>
<td>Pen, page 3</td>
<td>Ask HR questions answered</td>
</tr>
<tr>
<td>10-15-18</td>
<td>Pen, page 3</td>
<td>Classification &amp; Compensation Study Update</td>
</tr>
<tr>
<td>10-15-18</td>
<td>EAC/AA meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>10-17-18</td>
<td>Email</td>
<td>Corrections to Errors in Crew Chief Series; sent to impacted employees</td>
</tr>
<tr>
<td>10-17-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>11-14-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>11-15-18</td>
<td>Pen, page 3</td>
<td>Classification &amp; Compensation Study Update</td>
</tr>
<tr>
<td>11-15-18</td>
<td>EAC Delegate meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>12-3-18</td>
<td>Email</td>
<td>Secondary Review Requests Update; sent to affected employees</td>
</tr>
<tr>
<td>12-15-18</td>
<td>Pen, page 3</td>
<td>Phase I – Phase II Update and Secondary Review Update</td>
</tr>
<tr>
<td>12-19-18</td>
<td>Email</td>
<td>Secondary Review Requests Update; sent to affected employees</td>
</tr>
<tr>
<td>12-19-18</td>
<td>Blast email</td>
<td>Phase I – Phase II Update; sent to all employees</td>
</tr>
<tr>
<td>12-19-18</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>1-11-19</td>
<td>Blast email</td>
<td>Announcing Listening Tour; sent to all employees</td>
</tr>
<tr>
<td>1-15-19</td>
<td>Pen, page 3</td>
<td>Classification &amp; Compensation Study Update</td>
</tr>
</tbody>
</table>

* In most cases, blast emails included a request to supervisors to post the notice or to make sure their employees see it.
<table>
<thead>
<tr>
<th>Date</th>
<th>Medium</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-16-19</td>
<td>EAC Rep meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>1-24-19</td>
<td>EAC Delegate meeting</td>
<td>Update and discussion</td>
</tr>
<tr>
<td>1-28-19</td>
<td>Email</td>
<td>Secondary Review Requests Update; sent to affected employees</td>
</tr>
<tr>
<td>2-1-19</td>
<td>AA meeting</td>
<td>Phase II priorities and timeline</td>
</tr>
</tbody>
</table>

Individual meetings between HR staff and Appointing Authorities are not listed.

* In most cases, blast emails included a request to supervisors to post the notice or to make sure their employees see it.
Classification and Compensation Study Listening Tour Sessions - January 2019

Purpose

To continue the conversation regarding the Classification and Compensation Study, five Listening Tour sessions were held with Human Resources Director Holly Schoenherr and other HR staff members.

Common Themes

- Career Ladders
- JAT Process
- Selecting Evergreen
- Timeline
- Secondary Review Process
- Management & Supervisor Involvement

Listening Tour Dates & Locations

- **January 17, 8:30 to 9:30 a.m.** | Utilities Building, 14 S. Fort Harrison Avenue, 4th Floor, Clearwater
- **January 22, 7:30 to 8:30 a.m.** | GMD North, 3900 Dunn Drive, Room 109, Palm Harbor
- **January 23, 12:30 to 1:30 p.m.** | Extension, 12520 Ulmerton Road, Magnolia Room, Largo
- **January 28, 12:30 to 1:30 p.m.** | Justice Center (CJC), 14250 49th Street North, Room 2330, Clearwater
- **January 30, 7:30 to 8:30 a.m.** | South Cross Bayou, 7401 54th Avenue North, St. Petersburg

Listening Tour Numbers

<table>
<thead>
<tr>
<th>Appointing Authority</th>
<th>Number of Staff Attending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of County Commissioners</td>
<td>102</td>
</tr>
<tr>
<td>- Air Quality</td>
<td>3</td>
</tr>
<tr>
<td>- Building Services</td>
<td>2</td>
</tr>
<tr>
<td>- CVB</td>
<td>1</td>
</tr>
<tr>
<td>- Development Review Services</td>
<td>2</td>
</tr>
<tr>
<td>- Emergency Management</td>
<td>3</td>
</tr>
<tr>
<td>- EMS</td>
<td>1</td>
</tr>
<tr>
<td>- Human Services</td>
<td>6</td>
</tr>
<tr>
<td>- Marketing &amp; Communications</td>
<td>2</td>
</tr>
<tr>
<td>- Office of Technology &amp; Innovation</td>
<td>2</td>
</tr>
<tr>
<td>- Office of Management and Budget</td>
<td>3</td>
</tr>
<tr>
<td>- Parks &amp; Conservation Resources</td>
<td>9</td>
</tr>
<tr>
<td>- Public Works - Environmental Mgmt</td>
<td>17</td>
</tr>
<tr>
<td>- Public Works - Mosquito Control</td>
<td>7</td>
</tr>
<tr>
<td>- Public Works – Storm/Veg</td>
<td>3</td>
</tr>
<tr>
<td>- Public Works – Technical Services</td>
<td>1</td>
</tr>
<tr>
<td>- Public Works – Transportation</td>
<td>2</td>
</tr>
<tr>
<td>- Real Estate Management</td>
<td>7</td>
</tr>
<tr>
<td>- Real Estate Management - Detention</td>
<td>5</td>
</tr>
<tr>
<td>- Real Estate Management - Fleet</td>
<td>1</td>
</tr>
<tr>
<td>- Risk Management</td>
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<tr>
<td>- Utilities - Customer Service</td>
<td>2</td>
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<tr>
<td>- Utilities - Engineering</td>
<td>4</td>
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<tr>
<td>- Utilities - Field Services</td>
<td>1</td>
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<tr>
<td>- Utilities - Maintenance</td>
<td>3</td>
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<tr>
<td>- Utilities - Plant Operations</td>
<td>7</td>
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<td>- Utilities - Water Quality</td>
<td>6</td>
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<tr>
<td>Clerk of the Court</td>
<td>11</td>
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<tr>
<td>Property Appraiser’s Office</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
</tr>
</tbody>
</table>
The Pinellas County
Unified Personnel Board

In Re: Appeal of Termination

JERMAINE BENNETT,
Appellant,
v.
PINELLAS COUNTY UTILITIES,
Appellee

FINDINGS AND DECISION

On December 6, 2018, the Pinellas County Unified Personnel Board convened and considered the appeal of Jermaine Bennett, who had received Letter of Termination from Pinellas County Utilities on June 21, 2018, for the following reasons:

Violation of Pinellas County Personnel Rule 6, Paragraph B, Item numbers:

- D10 – Misuse or destruction of property or equipment
- D12 – Violation of written rules, regulations, policies or statutes
- D33 – The employee, whether on or off duty, has engaged in employment or other activity which is inconsistent or incompatible with his or her assigned duties, functions, or responsibilities, or one that is in legal, moral, or technical conflict with such duties
- D35 – Violation of Pinellas County Statement of Ethics

After hearing testimony from both parties and reviewing the evidence submitted, the Board found:

1. Based upon the testimony and evidence presented by the Parties the Personnel Board finds by a preponderance of the evidence that the Appellant did commit the activities for which he was terminated.

2. Based upon the testimony and evidence the Personnel Board finds that there was cause for the disciplinary action taken in that the Appellant's activities did violate the disciplinary Items set forth above.

3. Based upon the testimony and evidence the Board finds that the disciplinary action taken was appropriate.

Therefore, the Board upholds the decision of the Appointing Authority.

Dr. Ricardo Davis
Unified Personnel Board Chair
Date: 1/10/19
Call to Order
The EAC Representative meeting was called to order at 2:30 p.m. by Chair, Charles Toney. Donna Beim, Jackie Warr and Randy Rose could not attend and sent an alternate to represent them. Lisa Arispe agreed to fill in as secretary and record the meeting minutes until the new EAC Secretary is elected at the December Representative meeting.

Approval of Minutes
- The October 17, 2018 Representative meeting minutes were approved with an addition to add the substitute for Marion Nuraj; with motion by Linda Cahill, seconded by Bill Gorman.
- The September 27, 2018 Delegate meeting minutes were approved with motion by Marion Nuraj, seconded by Clare McGrane.
- The October 15, 2018 Employees’ Advisory Council and Appointing Authorities joint meeting minutes were approved with motion by Richard Carvale and seconded by Charles Toney.

Comments from Holly Schoenherr, Director of Human Resources
- Holly handed out results of a survey that was taken at the EAC Delegate meeting in September (attached).
- Holly passed out a sheet on benefits feedback and communication (attached).
- Holly stated Taleo is being updated and will be live no later than February 2019.
- Evergreen is wrapping up reviews. They will be shared with employees the week after Thanksgiving [the timeline was later extended]. Jack Loring stated those with a downward classification still have further appeal rights available. There is no further appeal for those that didn’t. Discussion ensued on the changes, compression, and downgrade issues.
- Charles stated that although communication on the Classification and Compensation Study was sent out, most was not meaningful until after the information including the classification crosswalk was provided to the Personnel Board at the August meeting and became public record.
- Health care benefits were discussed. Insurance costs are up although Pinellas County is self-insured due to large claims and rising health care costs as Holly explained. Terri Wallace spoke on the personal responsibility of employees when it comes to their benefits.
- Clare McGrane asked Holly if she had any suggestions on workplace safety for those in open public buildings. Holly suggested speaking to her management and/or the Risk Department.
- Holly questioned as to why the EAC suggested putting the Bullying Policy in the Office of Human Rights and removing it from Employee Relations in Human Resources. Lisa Arispe stated that the Office of Human Rights already takes discrimination complaints and has the expertise to determine if a federal rule or a County policy has been violated.
- Holly spoke about the Employee Benefits Committee that was an agenda item at the Board of County Commissioners meeting on October 23, 2018. While the BCC has the authority to create a committee, it does not have the authority to assign work to the Human Resources Department. She stated that HR has no obligation to abide by a resolution and recommended
that it be formalized with an agreement. This will be taken before the Personnel Board. Lisa Arispe pointed out that the BCC had received a letter of agreement from Dr. Rick Davis, Chairman of the Personnel Board. Holly stated that Chairman Davis cannot speak on behalf of the Board until the Board discusses it in the Sunshine.

**Personnel Board**
Charles gave an update on the Personnel Board Meeting held November 1, 2018. He will address several statements in the Evergreen Pay Plan that was provided to the board members at this meeting. The termination appeal scheduled was postponed until December. Charles spoke with Assistant County Attorney Carole Sanzeri after the meeting concerning the rules of the Personnel Board in the Special Act that anyone with relatives working for Pinellas County UPS are not allowed to serve on the Personnel Board. Charles would like to look into this rule to possibly have it changed.

**Committee Reports**
- Advocates - Currently there are 6 advocates including Serena Williams who just volunteered to be on the committee.
- Awards Committee - No updates.
- Leave Accrual Committee - Charles stated that the committee suggested adding 2 Floating Holidays. Some surrounding public employers have more total leave time than Pinellas County. The Leave Accrual Committee suggested adding the Floating Holidays because it will be easier and have less budget impact vs. increases in accrual leave. This request to add 2 Floating Holidays will be forwarded to the Appointing Authorities with supporting information for consideration for approval.
- Merit Pay Committee - Ways to implement a merit pay system were discussed. The recommendation for merit pay is that it will be in addition to a general increase not replacing it. The cost to hire and train a new employee is 6-9 months of the position salary. Employees should be able to reach the mid-point of their pay range in about 5 years. The general across the board increases should be tied to a general index, something that is already established. Ideas were given out, such as a 360 review for supervisors, this would show accountability. The top 3 reasons why people leave a job: retirement, money, and management issues.

**Old Business**
- Camille gave an update on the elections. Ballots will be sent out via email on November 26, 2018 and due on December 7, 2018.
- BTS is working on a new website; long term EAC minutes will no longer be kept on the website.

**New Business**
The new County Administrator, Barry Burton, will be speaking at the Delegate meeting tomorrow. Charles has a scheduled meeting with Barry on Monday November 26, 2018. It was also stated that the Delegate meeting for January will be at Heritage Village.

Roundtable Discussion: Marion asked about time off for pet deaths. Henry asked what the County Policy is for medical marijuana. The policy is being looked at; currently the policy is zero tolerance.

Lisa Arispe made a motion to adjourn, seconded by Clare McGrane.

<table>
<thead>
<tr>
<th>Lisa Arispe*</th>
<th>Donna Beim</th>
<th>Linda Cahill*</th>
<th>Richard Carvale</th>
<th>Leena Delli Paoli*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Gorman*</td>
<td>Clare McGrane*</td>
<td>Doris McHugh*</td>
<td>Marion Nuraj</td>
<td>Alicia Parinello</td>
</tr>
<tr>
<td>Randy Rose</td>
<td>Charles Toney*</td>
<td>Jackie Warr</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*EAC Representatives in attendance at this meeting. Henry Gomez was also in attendance
Summary
44 out of a possible 75 completed the survey. Most stated they understood the purpose of the study, viewed the web page, found information easily and found it helpful. About 75% said they attended an information session but responses were mixed as to their value. Most understand how the study affects their position. About 75% of respondents think HR communicated often enough or more than enough but reviews were very mixed as to whether or not the right information was sent to employees. Half thought the messaging was clear and one quarter thought it was somewhat clear.

Q1. Did you understand the purpose of the study?
Yes = 38
No = 4
Skip = 2

Q2. Did you view the study web page?
Yes = 37
No = 6
Skip = 1
Q2.a. Were you able to easily find information about the study?

Yes = 33  
No = 3    
Skip = 8

Q2.b. Was it helpful?

Yes – 24  
No – 8    
Skip – 12
Q3. Did you attend an information session?

Yes – 33
No – 11
Skip – 0

Q3.a. If so, was it valuable?

Yes – 16
No – 12
Skip – 16
Q4. Do you understand how this first implementation phase of the study affects your position?

- Yes – 35
- No – 2
- Skip – 7

Q5. Do you think HR communicated often enough?

- More than enough – 3
- Just the right amount – 24
- Not enough – 15
- Skip – 2
Q6. Do you think HR communicated the right information?

Yes – 17
Some of it – 17
No – 9
Skip - 1

Q6.a. Explain:

- Not in time, did not make sense to average employee.
- People who thought they were eligible for the adjustment and provided info didn't get it.
- It seemed filtered.
- Was not sure if received a declass would $ be lost?
- For crew chief 1 to be bumped to 2 and 2s to 1s, there definitely was not enough info.
- Blue collar employees had no say in putting Evergreen in effect.
- FAQs were addressed up front.
- I believe the information was given to EAC Delegates in each meeting. However employees not having access to each stage of the process was confusing for them.
- Possibility of class pay reduction not clearly communicated.
- Yes till the last phase
- Should have been explained in more detail prior to study as though it wouldn't include reviewing duties of each position also.
- untrue
- HR held back on giving all the info. e.g.: the initial # of employees affected by the compensation study in a negative way were much MORE than we were led by HR to believe (26-30 individuals). As a result, 525 employees have felt the NEED for a second review by Evergreen.
- No specifics in advance. People were blindsided.
Q7. Were HR messages clear?

Yes – 22
Somewhat – 12
No – 7
Skips – 3

Q7.a. Why or why not?

- Said any did not send email on day indicated
- Just kept everyone guessing
- More info could have been shared as to the problems the compression of career ladders.
- Every communication was value and not direct in reference to the reclassification.
- I was under the impression everybody under the midpoint would be raised 3%. But I now understand after the change was made.
- Difficult to understand the 3 options.
- I believe HR was transparent in the reason for the study.
- just ell staff to look at website. Explain in layman's terms.
- untrue
- Nothing known til study completed; JATs not all read.
- too general

Q8. Do you have suggestions for future communications on any topic?

- Say things straight forward instead of in circles
- Be open be honest, do not set expectations unless you can deliver
- Although HR does provide information through various aspects of the process, unfortunately there will always be those employees who ignore the emails and information. Because of that fact there will always be questions and complaints at the end.
- More updates when addressing one’s position and/or salary.
- Be 100% truthful in plain English.
- Make sure that supervisors are passing on all communications to the staff.
- Talk to people don't listen to people off the street (consultants). Think it was a sad.
- Gain feedback from ALL workers before agreeing to anything that may affect their position.
- Communications were great. That was not an issue.
- Maybe more emails to employees.
- Holly needs to be let go.
- Ensure the company hired actually reads each job description and JAT. I believe due to evidence, they did not real all JAT and job descriptions.
• Don't tell EAC Delegates "you don't want to hear" about the details. A question was asked so answer it as best as can, and we'll ask for clarification on anything not understood.
• If you're in DROP, "catching up" on salary doesn't affect you long term.
• Why? All you hear is your hands are tied.
• Communicate earlier not at last minute.
• There needs to be a follow up "post" session to explain the changes.
• People should have received info related to them prior to implementation.

More comments:

• *Re Evergreen info session:* Very generic conversation.
• *Re Evergreen info session:* Very generic conversation.
• *Re communicating often enough:* We were not prepared for the disaster this created.
• Only cared about people with less than 5 years.
• *Re understanding purpose of study:* Not until today. Took a while.
• *Re frequency of communications:* Was great up until the end once the option decision was made.
• *Re purpose of study:* Thought would include job description review so duties actually matched description. That did not happen. So disappointing.
Benefits Feedback and Communication

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>10/25 - 10/30</td>
<td>Employee meetings held (4 total)</td>
<td>E</td>
</tr>
<tr>
<td>10/22/18</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>
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<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>
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<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>
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<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>
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>
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<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>
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<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>
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<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>
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<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>
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<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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<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>
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<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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<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>
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<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>
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</table>
The following graph shows the respondents’ rating of importance versus satisfaction.

**Importance vs. Satisfaction**

**Paid Time Off Comment Section Review (241 comments)**
There were at least 37 mentions of 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.
2018 Benefits Satisfaction Survey
February 6, 2018

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.
Employees’ Advisory Council Merit Pay Committee Meeting Minutes
County Office Annex, Room 429, Clearwater, Florida
Wednesday, November 14, 2018, 1:15 p.m. - 2:15 p.m.

Prepared by Charles Toney

1. Call to Order

2. Introductions
   - Committee open to all EAC Representatives – Present: Richard Carvale, Cindy Adkison for Randy Rose, Lisa Arispe, Clare McGrane, Charles Toney
   - Human Resources Representative – Meagan Decker.

3. Approval of Minutes
   - 10-17-18 EAC Merit Pay Committee minutes – motion to approve: Richard Carvale, 2nd: Charles Toney. Minutes approved.

4. Objective
   - Develop a merit based pay system to forward to Human Resources, Appointing Authorities including the County Administrator, and Personnel Board for consideration. Have a draft available and distributed prior to the April EAC / AA joint meeting.

5. Discussion
   - What is the cost of replacing an employee? This is the value added worth to keep an employee that is performing the job duties in a satisfactory manner. Meagan provided information on this question. Studies on the cost of turnover are all over the board depending on the position, difficulty of filling the position, location of position etc. but typical estimators are around 6-9 months of salary. It might be a high estimate but it is hard to take into consideration all of the impacts of turnover including your basic effort and time involved in recruiting, interviews and onboarding, training of new employee, and the cost to the department in terms of loss of productivity and impact on morale.

   - Employees should be able to achieve or be close to mid-point (market pay for satisfactorily performing the job) of their pay grade within five years.

   - Meagan provided information from exit interview surveys that indicates that one of the major reasons that people completing the survey report leaving is management issues. A possible solution discussed surrounding this issue was perhaps including a 360 input on management or supervisory level reviews to help with accountability and reduce turnover, grievances, and absenteeism.
- The recommendation for merit pay is that it will be in addition to a general increase not replacing it. The general across the board increases should be tied to a general index, something that is already established.

6. Previous Items Noted

- The committee discussed the previously used merit pay system and will look at examples of the way it was used in the past and suggested changes for current situation use.

- Review previously used points / weighted merit based pay system. Examples of old form with impact and performance rating numbers – in process.

- Review previously used points / weighted merit based pay system. Reviewed the 400 point System - < 100 needs attention no merit, 100-200 Good 0-1% merit, 200-300 Very Good 1-2% merit, 300-400 Excellent 2-3% merit. The 100 point spread in each category could be divided by four and merit awarded at 0.25% increments.

- What is the cost of NOT having a merit pay system? – increased turnover, repetitive hiring, increased time for training. See cost of replacing an employee under Discussion items.

- Out of the box suggestion - Employee self-funding merit pay – retain an ongoing % of suggestion awards continued cost savings, capture a % of non-tax county income (fertilizer, real estate, energy, etc.)

7. Other Items to Consider

- Reminder – Clerk of the Court budgeting – all / any recommendations are to include Clerk of the Court personnel and a method for funding.
Employees’ Advisory Council – Delegate Meeting Minutes

Extension Services, 12520 Ulmerton Road, Largo, FL
Thursday, November 15, 2018, 8:00 a.m. – 10:00 a.m.

Prepared by Lisa Arispe

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

Introduction of Guests
Welcome Mr. Barry Burton – new County Administrator. Mr. Burton provided a brief work history and answered questions from the Delegates.

EAC Updates
• The January 24 EAC Delegate Meeting will be held next door at the Heritage Village facility. The Clerk of the Court, Ken Burke, is the guest speaker for this meeting.
• Updates to the Personnel Rules concerning the Drug-Free Workplace policy approved at the October Personnel Board Meeting.
• Comments on the Pay Plan provided by Evergreen.

Comments from Holly Schoenherr, Director of Human Resources
• The Taleo system is scheduled for upgrades. Chris White and Meagan Decker will be working on the upgrade to include improvements to the areas of recruitment, performance (FACE), and onboarding. A contractor will assist in the changes.
• Holly shared the results of the survey on communication regarding the Classification & Compensation Study that was presented at the September 27th EAC Delegate meeting.
• Classification & Compensation Study update – 525 employees have requested a secondary review by Evergreen. Response is expected by the last week of November. The Crew Chief corrections have been addressed with changes approved by the Personnel Board at the 11-01-18 meeting.

Delegate Concerns
• Standby vehicles allowed to be taken home when employees live out of Pinellas County – delayed response times are a major concern – Utilities issue.
• Plant Operator Certification Pay – not equitable between facilities – Utilities issue.
• 10-hr shift vs. 8-hr holiday issue.
• HIPAA and biometric screening concerns.
• Prescription plan issues.
• Safety Shoe allowance.
• Additional “voluntary” benefits at increased costs to the employee (example: dental).
• Rally and UnitedHealthcare – disconnect.
• Personal Days – allowed to be used in 2-hr increments.
• FACE – use varies significantly by Appointing Authority and some departments.

Lisa Arispe*  Donna Beim*  Linda Cahill  Richard Carvale*  Leena Delli Paoli
Bill Gorman*  Clare McGrane*  Doris McHugh*  Marion Nuraj*  Alicia Parinello*
Randy Rose  Charles Toney*  Jackie Warr

*EAC Representatives in attendance at this meeting. Henry Gomez was also in attendance.
There has been a long-standing debate about whether leaders are born or made. There have been many theories offered over the decades by renowned research psychologists and leadership gurus about what produces followership. A few things stand out that greatly impact trust in leadership.

As a few of these characteristics and competencies are described, think about your own experience with people who have been positive influences in your life.

- **Believable** – What makes a person believable? How do I determine if I can trust what someone is telling me?
  - What is their track record? Do they follow through? What is the perception of others that I trust regarding this person?
  - Do they have courage? Will they “go to bat” and speak up when something is out of sync with what we say is important?
  - Is the person an independent thinker who will listen to others, yet form their own opinion even when it may not make them as popular with the masses? Do they deliver their message in a respectfully assertive way?
  - Is the individual willing to explain why they make decisions; and do they show appreciation for other perspectives yet are willing to disagree to do what is best for the organization?

- **Humility/Humanness** – Does the leader have confidence, yet have an open mind to be influenced by new information?
  - Does the individual show vulnerability by admitting times when they are unsure, frustrated, and demonstrate how they have worked to improve so that others feel more comfortable in making mistakes and learning?
  - Does the person seek feedback from multiple sources (peers, supervisors, direct reports and “naysayers”) to understand their impact on others? Can they be vulnerable enough to admit that they struggle the same as people at all levels?
  - Is their openness and accessibility demonstrated? We can say we have an “open door” yet do we display that other people’s needs are very important by making time for people to express concerns? Listening is demonstrated by action.

- **Actions Match Words** – If we were to record what the leader is saying, would a video recording of what they do match what they are sharing verbally? Of all the areas of agreement, this is the one that stands out as the most important for people to assess whether someone is worthy of followership, credibility and trust.
  - In cases where there does not seem to be a match, can the person be approached to ask about this incongruence? What will the response be … one of appreciation, or one of defensiveness?
  - What are we doing to make sure we understand how we are being perceived?

Every action, every word, every exchange is determining how each of our relationships progresses in the area of trust, integrity and potential for positive leadership. These competencies are sometimes called “soft”, yet they require more courage, energy and humility than any other area of focus for development.

The mission for leadership self-improvement is critical for individual, workgroup and organizational effectiveness. If you choose to accept the challenge, it will lead to increased productivity, higher engagement, physical and emotional retention, succession planning and personal/professional fulfillment.

Will you accept this challenge?
Chart for Determining When Each Motion Is in Order

In the chart below, the privileged, subsidiary, incidental and main motions are listed in order of rank. The motion at the top takes precedence over all the others, and each of the remaining motions takes precedence over all those below it. A main motion is in order only when no other motion is pending.

When a given one of the motions listed is immediately pending, then (a) any other motion appearing above it in the list is in order, unless a condition stated opposite the other motion causes that motion to be out of order, and (b) motions listed below the given motion, which are not already pending, are out of order (except for the application of amend or the previous question to certain motions ranking above them).

<table>
<thead>
<tr>
<th>Motion</th>
<th>In order when another has the floor</th>
<th>Requires a second</th>
<th>Debatable</th>
<th>Vote required</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRIVILEGED MOTIONS (Can you buy a Ferrari? – ranking order)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To fix the time to which to adjourn</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To adjourn</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To recess</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To rise to a question of privilege</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To call for the order of the day</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To lay on the table</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To call for the previous question</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To set time for a division of the house</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To limit or extend limit of debate</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To post in for a definite time</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To refer to a committee</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To amend</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>To postpone indefinitely</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
</tbody>
</table>

| INCIDENTAL MOTIONS (Non-ranking motions) | | | | |
| To suspend the rules | No | Yes | No | Majority |
| To withdraw a motion | Yes | No | No | Majority |
| To object to consideration | Yes | No | No | Majority |
| To rise to a point of order | Yes | No | No | Majority |
| To require a parliamentary inquiry | Yes | No | No | Majority |
| To appeal from the decision of the Chair | Yes | No | No | Majority |
| To call for a division of the house | Yes | No | No | Majority |
| To call for a division of the question | Yes | No | No | Majority |

| MOTIONS THAT BRING A QUESTION AGAIN BEFORE THE HOUSE | | | | |
| To reconsider (see definition, Most Used Motions) | No | Yes | Yes | Majority |
| To raise a question of order | No | Yes | Yes | Majority |
| To take from table | No | Yes | No | Majority |

| MAIN MOTIONS | | | | |
| To lay on the table | No | Yes | Yes | Majority |
| To call for the previous question | No | Yes | Yes | Majority |
| To rise to a point of order | No | Yes | Yes | Majority |
| To object to consideration | No | Yes | Yes | Majority |
| To require a parliamentary inquiry | No | Yes | Yes | Majority |
| To appeal from the decision of the Chair | No | Yes | Yes | Majority |
| To call for a division of the house | No | Yes | Yes | Majority |
| To call for a division of the question | No | Yes | Yes | Majority |
Review of the Sunshine Law