Employees’ Advisory Council – Representative Meeting Minutes
County Office Annex, Room 429, Clearwater, FL
Wednesday, December 19, 2018, 2:30 p.m. – 4:30 p.m.

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

Introductions
Assistant to the County Administrator – Canaan McCaslin
Senior Assistant County Attorney – Carole Sanzeri
Kevin Connelly - replacing Alicia Parinello representing – Other Appointing Authorities

Approval of Minutes
- The 11-14-18 EAC Representative meeting minutes were approved with a motion by Linda Cahill, seconded by Clare McGrane.
- The 11-14-18 EAC Merit Pay Committee meeting minutes were approved with motion by Lisa Arispe and seconded by Leena Deli Paoli at the 12-19-18 Merit Pay Committee meeting.
- The 11-15-18 EAC Delegate meeting minutes were approved with motion by Donna Beim, seconded by Jackie Warr.

Comments from Holly Schoenherr, Director of Human Resources
- Evergreen Class & Comp Study Update – the response to requests for a second review will be coming soon, some questions on the effects to departments were addressed by Jack Loring.
- The new HR liaison to work with the EAC will be Carol Strickland. The EAC thanked the outgoing liaison Camille Evans for her help to the EAC over the past several years.
- Holly spoke about the Benefits Advisory Committee (BAC) formation and the BCC Resolution 18-90 and her concerns that the Sunshine Law may have been violated. Charles indicated that he has already had conversations with the HR Director and the County Attorney’s Office and has expressed he does not believe violations of the Sunshine Law occurred because there was not a meeting or conversation between EAC Reps concerning the topic in question. Assistant to the County Administrator – Canaan McCaslin indicated that the BAC had been discussed previously, as far back as May of 2017, and it was presented to the BCC by the County Administrators Office and not the EAC. Senior Assistant County Attorney – Carole Sanzeri explained that all information concerning EAC member communication on the BAC will be reviewed for possible violation of the Sunshine Law. If it is determined that the Sunshine Law was violated, a remedy is to provide a “cure” which she explained is a process to bring up the context of the sunshine law violation at the next meeting (in the sunshine). Charles also emphasized that the information request is very specific to correspondence between two or more EAC Representatives concerning the BAC and only this specific information, if there is any, should be provided.
- HR Director Performance evaluation input due to the Personnel Board prior to the March Personnel Board meeting.
Personnel Board
Charles gave an update on the Personnel Board Meeting held December 6, 2018.

There are two new Personnel Board Members – Jeffery Kronschnabl and Kenneth Peluso both appointed by the Board of County Commissioners.

The EAC Representative elections went well and there has been no negative feedback on the use of e-mail for campaigning.

Charles commented on several statements in the Evergreen Pay Plan that was provided to the board members at the November meeting.

Merit Pay Committee – The EAC believes that merit pay will help reduce employee turnover and retain new employees. The general cost involved in replacing and training an employee is about 6-9 months of salary for that position. The EAC is working to have a recommendation to present to the AA’s in the spring of 2019 so funds can be considered for merit increases for the 2019/20 budget. Currently the major reasons for employees leaving a position is: retirement, money, and management issues. Management issues continues to be a concern for the organization.

Charles commented on the Benefits Advisory Committee (BAC) – this item was brought up at the October 15th joint EAC / AA meeting. The initial thought was to provide input on potential changes to the health benefits. The process of forming the BAC has moved rapidly and Charles shared his opinion that he doesn’t think all parties were in agreement on the purpose and establishment of the committee. He believed all parties involved agree the BAC would provide beneficial input from stakeholders and the EAC wants to make sure time is provided for the proper formation of the committee. The BAC is scheduled later on the Personnel Board (PB) Agenda for discussion and the EAC respectfully requests to be able to further comment if needed when this item is discussed. The PB discussed the BAC and deferred decision on this item to the March PB meeting.

Committee Reports
- Advocates – no updates
- Awards Committee - no updates.
- Leave Accrual Committee - This request to add 2 Floating Holidays will be forwarded to the Appointing Authorities with supporting information for consideration for approval.
- Merit Pay Committee – A representative from the Office of Management and Budget will be invited to the next meeting to provide input on the costs involved with implementing the merit pay plan. The recommendation for merit pay is that it will be in addition to a general increase not replacing it. Employees should be able to reach the mid-point of their pay range in about 5-years. The merit pay plan is to include funding for Clerk of the Court employees.

Old Business
- The EAC Representative elections have been completed. There is only one change with Kevin Connelly replacing Alicia Parinello representing – Other Appointing Authorities.
- The Council voted Henry Gomez as Representative for BCC Group 1 to replace Mario Ruggia who was not able to continue due to work commitments.

New Business
- Health Benefits Advisory Committee – two EAC appointees selected. Lisa Arispe, Henry Gomez.
• First Responder status and pay – will be brought up for discussion with the County Administrator.
• Paid Family Leave – Family Addition - new born / adoption, Caregiver - elderly family care, critical illness care. The County could lead the way with including caregiver time in a paid family leave policy.
• Election of EAC Officers for 2019 – Charles informed the Council that he would not be seeking EAC office for the 2019 year due to work commitments. The following officers were voted in by the council.
  Chair - Lisa Arispe
  Vice Chair - Marion Nuraj
  Secretary - Leena Delli Paoli

• At Large Representative – selection deferred to future meeting.

• The next EAC Delegate Meeting will be held at Heritage Village.

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*EAC Representatives in attendance at this meeting.
1. Call to Order

2. Introductions
   - Committee open to all EAC Representatives – Present: Randy Rose, Lisa Arispe, Leena Delli Paoli, Charles Toney
   
   - Human Resources Representative – not in attendance

3. Approval of Minutes
   11-14-18 EAC Merit Pay Committee minutes – motion to approve: Lisa Arispe, 2nd: Leena Delli Paoli. 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
   We have been discussing several of the same key points at the last couple of meetings.
   
   o The Rating Factor Definitions were reviewed.
     • Safety - may need to be revised to include OSHA
     • Initiative - will be an important consideration for determining work that is performed beyond what is expected
   
   o At this point we want to get an idea on the costs of implementing the merit pay plan, including funding for the Clerk of the Court employees. The Office of Management and Budget will be contacted and requested to provide a representative to attend the next committee meeting to help answer questions and provide input.

6. Previous Items noted
   - 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.
• 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.

• 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.)

• What is the cost of NOT having a merit pay system? – increased turnover, repetitive hiring, increased time for training …

• 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, interview 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.

• Currently with the County the top three reasons for employees leaving are (from electronic exit interviews): retirement, money, and management issues. Management issues continue to be a concern – 360° input on management reviews may help with accountability and reduce turnover, grievances, and absenteeism.

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.

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

*EAC Representatives in attendance at this meeting.
Employees’ Advisory Council Merit Pay Committee Meeting Minutes
Wednesday, January 16, 2019, 1:15 p.m. - 2:15 p.m. – Approved by the EAC
County Office Annex, Room 429, Clearwater, Florida

1. Call to Order

2. Introductions
   - Committee open to all EAC Representatives – Present: Randy Rose, Lisa Arispe, Leena Delli Paoli, Charles Toney, Bill Gorman, Marion Nuraj, Richard Carvale
   - Human Resources Representative – Meagan Decker
   - Office of Management and Budget (OMB) – Bill Berger
   - EAC Appointee to the Personnel Board – Bill Schultz

3. Approval of Minutes
   12-16-18 EAC Merit Pay Committee minutes – not available at time of meeting

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
   Current Pinellas County Budget – approximately $2.4 billion.
   - A proposed 3% merit pay is estimated to actually cost about 1.5% which equates to about $2.25 million. Calculating factors – numbers utilized do not include the constitutional officers (Sherriff, etc.), 1% of employees’ salaries equals about $1.5 million, merit increases would be calculated at 0.25 % increments, merit increases would range from 0.25% – 3.0%, estimated that approximately 85% of work force would receive a merit increase. This should also cover the cost to include merit increases for approximately 310 state funded employees with the Clerk of the Court – additional calculations will be checked and submitted to the OMB for review.
   - Reestablishing the merit pay should reduce turnover of employees. Questions – what is the average age of incoming employees, what is the average age of employees leaving the County for reasons other than retirement, what is the number of employees leaving the County for retirement?
   - Should the merit pay be awarded once per year on a given date for everyone or awarded throughout the year based on the employee’s anniversary date? Check Personnel Rules.

6. Previous Items noted
   - 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.
• 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.

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• What is the cost of NOT having a merit pay system? – increased turnover, repetitive hiring, increased time for training …

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• 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.

• Currently with the County the top three reasons for employees leaving are (from electronic exit interviews): retirement, money, and management issues. Management issues continue to be a concern – 360° input on management reviews may help with accountability and reduce turnover, grievances, and absenteeism.

• The Rating Factor Definitions were reviewed.
  - Safety - may need to be revised to include OSHA
  - Initiative - will be an important consideration for determining work that is performed beyond what is expected

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.

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| Leena Delli Paoli* | Bill Gorman* | Henry Gomez | Clare McGrane* | Doris McHugh |
| Marion Nuraj* | Randy Rose* | Charles Toney* | Jackie Warr |

*EAC Representatives in attendance at this meeting.
Call to Order
The EAC Representative meeting was called to order at 2:30 p.m. by Chair Lisa Arispe.

Approval of Minutes
- The December 19, 2018 Representative meeting minutes will be approved at the February 20, 2019 meeting.
- The December 19, 2018 Merit Pay Committee minutes were approved prior at that meeting.

Comments from Holly Schoenherr, Director of Human Resources
- Taleo upgrades have been implemented – working on adding the location and possibly the hours to the job listings – no set length of time that jobs are posted it is management discretion
- Classification and Compensation Study Secondary Reviews are still underway – focusing on quality over speed – All 523 secondary reviews will go out at the same time in a similar manner as the original determination
- Listening tours are currently underway – HR is will be listening to positive and negative feedback to improve future processes – the plan is to come back at the end and let employees know what was said and how they are moving forward
- Appointing Authorities Advance Retreat – the Appointing Authorities and Holly Schoenherr will be attending two retreat sessions, on February 1st and 15th, and have invited one member from the EAC to attend

Personnel Board 01/03/19 Comments
- The January 03, 2019 meeting of the Personnel Board was cancelled – The next meeting is scheduled for February 07, 2019

Committee Reports
- Advocates – A new member joined the advocate committee.
- Legislative – Local Council meets twice per year – the next meeting date has not been set – once the date is set, the Committee members will try to attend
- Other - Merit Pay Committee – Going to move forward with plans to recommend a program similar to the previous Merit Pay Program – Committee making sure that the end result is as successful as possible – Bill Berger attended the Merit Pay Committee meeting and stated that the Office of Management and Budget would be willing to verify our numbers.

Old Business
- Review of possible Sunshine Law violation investigation by the HR Director is still underway – no timeline for completion
- Ashley Skubal was elected to fill the At Large Representative vacancy with motion by Randy Rose, seconded by Richard Carvale
• Charles Toney to email out the list of Delegate Concerns, from the November 15, 2018 meeting, so that we can begin looking into some of the concerns

**New Business**

• Special meeting will be held on February 20, 2019 at 1:15pm to discuss the EAC’s input on the review of HR Director Holly Schoenherr

• Lisa Arispe will be speaking at the January 24, 2019 EAC Delegate Meeting and has suggested that the EAC Representatives take turns speaking at the future Delegate Meetings

• Jackie Warr has been promoted and will be unable to continue as the EAC Representative for the Property Appraiser. She will ask any interested employees and advise her replacement to fill out the required approval form.

**Adjourned**

Marion Nuraj made a motion to adjourn at 4:30 p.m., seconded by Charles Toney.

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| Marion Nuraj* | Randy Rose* | Charles Toney* | Jackie Warr* | *EAC Representatives in attendance at this meeting.
The Emperor Has No Clothes … Just Sayin’

We are taught from very young to “go along to get along.” As Maslow demonstrated in the often-shared *Hierarchy of Needs*, after food, shelter and clothing, a sense of social belonging is the next foundational level of human need. What does this mean in any group, and how does this play out in the workplace?

Learning from real situations makes it easier to see how the Hans Christian Anderson story of an emperor with no clothes plays out in work situations. You may have seen this concept of Anderson’s tale in other leadership literature.

Take a look:

- An employee is hired into a front line position. The work culture of the group they are hired into has been one of getting the job done, yet there is room for improvement. So, the hiring manager makes sure to assess the job applicants for more than just the task level skills. The new person has innovative approaches to the same tasks. They are good ideas, yet the direct supervisor and others immediately react negatively to this new employee, justifying the reasons things should stay the same. They paint the picture that this person is speaking up too much as a new employee. The new employee begins to feel they are not a good fit.

Did the hiring manager say anything to the direct supervisor about the areas of needed improvement in the workgroup before the new hire came on board? Was the workgroup previously enabled to gate back performance without being addressed? Did anyone say to themselves, “It’s been this way for years, and it is not up to me to straighten it out. After all, I inherited this situation”?  

- If we pretend the “emperor has clothes on,” we don’t say anything and we go along with status quo so as not to rock the boat. We get rewarded for this behavior because we will be included by others, and we can all vent about how bad it is without owning our own responsibility.

- If we are willing to say, the “emperor has no clothes,” we risk social alienation. Even if we deliver things assertively, yet tactfully, we have challenged the status quo. Yet we were hired to make a difference and the higher we move in an organization, the more responsibility we have in courageously confronting situations which are holding us back. We may not always be popular, yet it is authentic and most respectful to do what is right to earn trust.

- We hear a group of peers talking negatively about a person and/or a department. It becomes apparent that the information being provided is from a limited perspective that cannot be validated, yet it is presented as the total truth. Facts that demonstrate other facets of the situation are provided, yet these facts seem to be ignored to justify the growing sentiment of the number “blaming” the challenging situation on a certain segment of the organization. It feels much easier to point the finger elsewhere than for us to own our part in the challenge.

- If we go along with the voiced opinion of blame, we are echoing that the “emperor has clothes on.” We find social acceptance with joining arms against a common enemy, though it is a part of our own organization.

- If we are willing to follow through in a way that demonstrates that the “emperor has no clothes,” we risk being treated as an outsider. Leadership takes courage to confront in a constructive way that may be hard for people to hear … yet necessary to become the healthiest, most effective and efficient service provider, which is our espoused vision and mission.

“Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.”

Viktor Frankl
New Year Resolutions in Leadership

Many people work in service organizations because they “want to make a difference.” There are sectors where people make more money, have more resources, and more achieve notoriety. Yet the opportunity to make a difference in the lives of employees, residents and all stakeholders is prime in local government. The real question for each of us is: do we keep this vision as a primary focus when the going gets tough?

Leadership character is built during times of scarcity, times of uncertainty, times of stress and times of transition. Here are a few actual scenarios in government organizations:

- An employee is resistant to change. They have demonstrated they are not responding to coaching or development. This individual is influencing others in a negative way. As a leader, do you make a decision that may be difficult, yet will help the workgroup and the department as a whole? Do you have the tough conversations? Do you treat everyone consistently across your span of control? Or do you build in “work arounds” and put the responsibility on someone else?

- One of your supervisors is very strong technically. If you examine any of their individual outputs, they are exemplary in their attention to detail, quality and thoroughness. From a task perspective, this supervisor is 100% on most everything. However, this same person does not hold employees that report to them accountable. They do not have tough conversations. What is the trickle effect for the whole workgroup, department and organization? People management is just as important as individual performance. What does a leader do to address this?

- Quite a bit has been accomplished under your leadership over the last few months. Examine how you have responded to the following results:
  - A project went very well. There was broad recognition as a result of the impact and positive results. Did you share the rewards by recognizing all the others that were responsible for the outcome since it was very positive?
  - Some things fell through the cracks; after all, there was so much going on and you were loaded down. There were real reasons that you could not make the entire meeting. There were things you were juggling that no one knew about. Did you own the responsibility and admit areas you plan to work on by modeling humility? Or did you tend toward explaining why others or obstacles contributed to the errors?

It is human nature—and so much easier—to see things in others that need to change, and coach from the sidelines. Self-awareness and creating personal responsibility results from authentic leaders who model vulnerability and fallibility while asking for different perspectives on how to improve. The leaders who take on the challenge of “looking in the mirror” will gain true followership of people who respect the character of the humble role model, and others will go the extra mile to give back.