The UPS Total Rewards Strategy and Employee Value Proposition

Appointing Authorities Advance
February 2019
What is Total Rewards?

- Total Rewards is the monetary and nonmonetary return provided to employees in exchange for their time, talents, efforts, and results.
- It involves the deliberate integration of key elements that effectively attract, motivate, and retain the talent required to achieve desired business results.

- *The World at Work Handbook of Compensation, Benefits, and Total Rewards*
Employee Value Proposition (EVP) – WIIFM (What’s in it for me)?

**Compensation**
- Salary satisfaction
- Compensation system satisfaction
- Raises and promotions
- Timeliness
- Fairness
- Evaluation system

**Benefits**
- Time off
- Holidays
- Insurance
- Satisfaction with the system
- Retirement
- Education
- Flexibility
- Family

**Career**
- Ability and chance to progress and develop
- Stability
- Training and education at work
- Career development
- College education
- Consultation
- Evaluation and feedback

**Work Environment**
- Recognition
- Autonomy
- Personal achievements
- Work-life balance
- Challenges
- Understanding of one’s role and responsibility

**Culture**
- Understanding of firm’s goals and plans
- Colleagues
- Leaders and managers
- Support
- Collaboration and team spirit
- Social responsibility
- Trust
Total Rewards Strategy

- **Employee Value Proposition (EVP)** encompasses the entire employee experience, including:
  - Cash compensation
  - Benefits and rewards
  - Career development
  - Work environment
  - Management style
  - Work/life balance
  - Purpose – meaningful work
Total Rewards Strategy

- **Employee Value Proposition (EVP)** encompasses the entire employee experience, including:
  - Cash compensation
  - Benefits and rewards
  - Career development – structure and policies that facilitate growth within the organization (i.e. performance management, career ladders)
  - Work environment
  - Management style
  - Work/life balance
  - Purpose – meaningful work
Total Rewards Strategy

Employee Value Proposition (EVP) encompasses the entire employee experience, including:

- Cash compensation
- Benefits and rewards
- Career development
- Work environment – a safe work space and spirit of camaraderie among coworkers
- Management style
- Work/life balance
- Purpose – meaningful work
Total Rewards Strategy

- **Employee Value Proposition (EVP)** encompasses the entire employee experience, including:
  - Cash compensation
  - Benefits and rewards
  - Career development
  - Work environment
  - Management style – managers earn trust by demonstrating credibility, fairness, and respect
  - Work/life balance
  - Purpose – meaningful work
Total Rewards Strategy

Employee Value Proposition (EVP) encompasses the entire employee experience, including:

- Cash compensation
- Benefits and rewards
- Career development
- Work environment
- Management style
- Work/life balance – policies and culture support attention to family and personal priorities
- Purpose – meaningful work
Total Rewards Strategy

- **Employee Value Proposition (EVP)** encompasses the entire employee experience, including:
  - Cash compensation
  - Benefits and rewards
  - Career development
  - Work environment
  - Management style
  - Work/life balance
  - Purpose – meaningful work that makes employees proud to be part of the organization
Employee Value Proposition – Why it Matters

- Serves as a magnet to not only attract needed talent, but also those that will thrive in the organization
- A well-executed EVP can improve the commitment of new hires by up to 29% (source: Corporate Leadership Council)
- A clearly-articulated EVP enhances recruitment efforts and access to passive candidates
- Can re-engage a disenchanted workforce
Employee Value Proposition – Why it Matters

- Low unemployment and advances in technology are rapidly changing the way we do business and the competencies needed to be successful.
- A key to retaining talented employees is communicating an attractive total rewards package.
- As current employees retire, they will likely be replaced by individuals with different expectations from our Employee Value Proposition.
Total Rewards Strategy

Common perceptions of government:
- Risk averse
- Often subject of negative media coverage
- Outdated technology
- Bureaucratic
- Lazy and entitled employees
- Low pay and no bonuses
Total Rewards Strategy

- The UPS has much to offer:
  - Competitive total compensation (pay + benefits)
  - Work/life balance compared to private sector
  - Meaningful work
  - Societal impact; providing benefits to stakeholders; mission consistent with personal missions
  - Enjoy being good stewards of public funds
Total Rewards Strategy

The UPS has much to offer:

- Cash compensation
- Benefits and rewards
- Career development
- Work environment
- Management style
- Work/life balance
- Purpose – meaningful work

Total Compensation
The UPS Classification and Compensation Study found that UPS total compensation is actually comparable to the private sector (0.7% above).

<table>
<thead>
<tr>
<th>Data Type</th>
<th>Public Sector (Primary Market Survey)</th>
<th>Private Sector (Economic Research Institute)</th>
<th>Blended Comparison</th>
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</thead>
<tbody>
<tr>
<td>Salaries Only</td>
<td>2.3%</td>
<td>-0.8%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Total Compensation</td>
<td>7.8%</td>
<td>4.9%</td>
<td>6.1%</td>
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</table>
How to Build Total Rewards Strategy

- Get leadership buy-in
- Align with organization strategy
  - Do our programs attract, retain and engage the various talent segments we need for the future?
  - Do our programs create a compelling value compared to our peers?
- Communicate with employees
- Reassess and remove programs as needed
UPS Compensation Philosophy

The Pinellas County Unified Personnel System competes for labor talent at the national, regional, and local market levels. To cultivate a diverse, talented, and engaged workforce, it is important for the UPS to offer a competitive total compensation package within the parameters of available revenue sources.

- Salary structures are broad enough to encompass the actual labor market salary data points from the 25th percentile to the 75th percentile.

- The 50th percentile is the control point of journey-level market value for the job.
Current Compensation System

- **General increase**
  - Competitive market-based increase
  - Reflects the rise in the cost of labor within our market
  - Calculated as a percentage of the pay grade midpoint which is the journey-level (full competency) market rate for the occupation
    - Ensures that employees in the same occupation and same pay grade are awarded the exact same dollar increase
    - Accelerates an employee’s movement to the midpoint
    - Slows an employee’s movement beyond the midpoint
Current Compensation System continued

Comparison to private sector

- Salaries are generally lower than the private sector.
- Fringe benefits are more generous.
- Total compensation balance is in line with most public and private organizations.
2017 Employee Voice Survey Results

- **Benefits package**
  “I receive competitive benefits overall.”
  87% positive

- **Career development**
  “Supporting continual learning and development”
  72% positive

- **Work environment**
  “A respectful atmosphere”
  70% positive
2017 Employee Voice Survey Results continued

- **Management style**
  “Fostering an atmosphere of mutual trust and confidence”
  68% positive

- **Work/life balance**
  “Work schedule flexibility”
  71% positive

- **Purpose – meaningful work**
  “The quality of the work being done in my workgroup”
  87% positive
2017 Employee Voice Survey Results

- Employees were most critical of their wages, followed by managers and advancement opportunities.
- Only 46% responded positively about their compensation compared with other opportunities.
- Sample responses:
  - “Some people’s jobs are significantly undervalued”
  - “Inequity in raises, promotions, starting salaries, etc.”
  - “I believe I am under compensated for my work”
Compensation Strategy Considerations

- **Clarity of:**
  - **Purpose:** Employees should know what the compensation philosophy is intended to reward.
  - **Process:** How decisions are made should be explicit, fair, and transparent.
  - **Responsibility:** Employees and managers need to understand their role and how it impacts compensation.
Compensation Strategy Considerations *continued*

- **Employee engagement factors:**
  - **Attraction:** The level of compensation relative to market levels influences career and job choice.
  - **Appreciation:** Salary decisions convey recognition of the employee’s contribution.
  - **Fairness:** Both the salary level and the increase trigger feelings around fairness and equity.
  - **Career Growth:** Retention is often linked to opportunities for career advancement and new challenges.
Change Management – Working in Partnership

- A focused and clear Employee Value Proposition will likely lead to changes in our policies and culture
- Change can be difficult for both employees and management
- Effective partnerships among Appointing Authorities, EAC, and other stakeholders critical to success
Keys to Successful Partnerships

- Common understanding of roles and responsibilities
- Shared vision and purpose
- Shared and transparent decision-making processes
- Shared values and respect for each others’ contributions and differences
- Members reflect honestly on both successes and failures
- Members demonstrate accountability and ownership
What’s Next?

Introducing our facilitator for the February 15th Appointing Authority Advance...

SPC Collaborative Labs
Pinellas County Appointing Authorities Advance

February 15, 2019
Real Time Record
Thank you for participating in the Pinellas County Appointing Authorities Advance. The subsequent pages of this Real Time Record provide the supporting details documenting the activities and discussion engaged in by attendees.

PC AAA members gathered on February 15, 2019 to participate in exercises designed to explore perceptions, difficult conversations, and negotiation as related to:

- Total Rewards Strategy change management effort
- Employee Value Proposition (EVP) development and implementation

The day started with attendees recognizing and celebrating examples of strengths and successes from the past year in the areas of Culture, Reward and Recognition – topics selected from the recent Employee Engagement Survey. Individual attendee contributions are detailed on pages 7 – 10. Following welcoming remarks, participants worked through a large group conflict resolution exercise, employing problem-solving, communication, and negotiation skills. The critical-thinking required of participants to complete the activity and the subsequent debrief set the stage for a collaborative discussion on the 8 areas of the EVP:

1. Employee Well-being
2. Benefits and Rewards
3. Career Development
4. Cash Compensation
5. Management Style
6. Purpose - Meaningful work and Community/Citizenship
7. Work Environment
8. Work-Life Balance

Participants explored each of the EVP focus Areas by working in small groups to brainstorm and prioritize responses (refer to pages 21 - 38 for the list of Top Ideas selected by participants for each EVP focus area) to the following prompts:

- What is currently being done that is working?
- What gaps need to be addressed?

The culminating exercises of the session prepared participants for difficult conversations related to the implementation of the Total Rewards Strategy. Below is a word cloud aggregating all of the elevator pitch statements. Each small group's pitch can be found on pages 39 – 42.
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## Agenda

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<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8:15am – 8:30am</td>
<td><strong>Warm-Up Activity: Celebrating and Leveraging our Strengths/Successes</strong></td>
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<tr>
<td></td>
<td>Find a seat and write a Strength/Success on the whiteboards at the front of the room for one or more of these Focus Areas:</td>
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<tr>
<td></td>
<td>• Culture</td>
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<td>• Rewards/Recognition</td>
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<td>• Recruitment</td>
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<tr>
<td>8:30am – 9:00am</td>
<td><strong>Welcome &amp; Session Objectives</strong></td>
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<tr>
<td></td>
<td>Welcome – Holly Schoenherr, Pinellas County Human Resources</td>
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<td></td>
<td>Successes, Objectives, and Collaborative Process: Dru Rabin, Collaborative Labs</td>
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<tr>
<td>9:00am – 9:15am</td>
<td><strong>Challenging Our Experience</strong></td>
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<td>Participants, as individuals, will complete a challenge exploring the perspectives and beliefs that shape experiences. Participants will use analysis and critical-thinking skills.</td>
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<tr>
<td>9:15am – 10:00am</td>
<td><strong>Finding a Resolution</strong></td>
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<td>Participants will work in teams to resolve a conflict through the use of problem-solving and communication skills.</td>
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<tr>
<td>10:00am – 11:50am</td>
<td><strong>Elevating Our Employee Value Proposition (EVP)</strong></td>
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<td>Participants will engage in three rounds of activities to explore the EVP Focus Areas:</td>
</tr>
<tr>
<td></td>
<td>1. Management Style OR Work Environment</td>
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<td></td>
<td>2. Purpose - Meaningful work and Community/Citizenship OR Work-Life Balance OR Employee Well-being</td>
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<td></td>
<td>3. Benefits and Rewards OR Cash Compensation OR Career Development</td>
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<td></td>
<td>Participants will work in small teams to discuss and respond to each EVP Focus Area using these guiding questions:</td>
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<tr>
<td></td>
<td>• Current state: What is working well that should be continued or expanded?</td>
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<tr>
<td></td>
<td>• Future state: What should we start or stop doing to enhance value?</td>
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<tr>
<td>11:50am – 12:20pm</td>
<td><strong>Lunch</strong></td>
</tr>
<tr>
<td>12:20pm – 12:45pm</td>
<td><strong>Crafting Our Pitch</strong></td>
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<td></td>
<td>Participants will work in small teams to craft an Elevator Pitch that presents the EVP in a unified voice that speaks to the benefits for all employees.</td>
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### Navigating Difficult Conversations

Participants will work in small groups to brainstorm concerns stemming from conversations with staff about the Total Rewards Strategy. Participants will use these guiding questions:

- What are common concerns from staff?
- What changes are challenging to communicate to staff?

Participants will prioritize issues to role-play conversations between leadership and staff.

### Wrap Up and Next Steps
Welcome and Session Objectives

Dru Rabin, Facilitator, Collaborative Labs: Good morning! We will start on time, as promised. We have quite a bit planned. I see a lot of items written on the boards, which we will come back to. But first, Holly will say a few words to start us off.

Holly Schoenherr, Pinellas County Human Resources: Thank you! Someone asked if I was going to sing today... no, I am not. I want to welcome you. It is exciting to have this day come to fruition!

Ken and I talked about having an opportunity to come together as senior leaders and spend some time thinking strategically and broadly about why we do what we do as far as our Employee Value Proposition to help guide us in the future. Today is about the "why," and not the "what." As we think about the different aspects of what we are providing, think about why we do those things.

I am thankful you are part of this conversation today. I hope we can continue these conversations in the months to come.

Dru Rabin, Facilitator, Collaborative Labs: Thank you, Holly. It is hard to take the time to step away from your daily commitment, so we want to use your time wisely.

I'm Dru, and I'm joined by my team. Karin is our documenter. Post-session, you will get the most comprehensive meeting notes you have ever seen. Do not feel as if you need to take notes. You can be present today. Michael is our technologist; he is like the Wizard of Oz behind the curtain. He makes sure everything works here. The technology allows us to accomplish this in one day. We pair it with methodology to reach our goals.

The Lab has been here for 14 years running and thousands of organizations have come here, worked with our staff, and gone through our process. We are a catalyst. I am not going to create anything for you or make decisions for you. I am going to coach you through the experience, and it is going to happen more rapidly than going at it alone. Remember, this is just the beginning of the process.

I am going to challenge you a little bit and we are going to have some fun. We are going to stick to time frame and move quickly because we have a lot to cover.
Celebrating and Leveraging our Strengths/Successes

Dru: I want to hear from each of you. I will ask you to speak to an item you contributed.

**Culture**

**Rose DiGennaro, Tax Collector’s Office:** Culture is important to the Tax Collector’s office. We are proud to be Governor Sterling award winners and we also have the Sustainability award. One of the most important things is that employees participate in our decisions. We give them opportunities to participate in strategic planning, and we use the EAC for the opportunities that we need to work on. I think that is important when it comes to our culture.

**Mary Flockerzi, Human Resources:** We support well-being under the programs we have, such as medical premium surcharge activities.

**Terri Wallace, Human Resources:** We operate according to values. I think about people’s trust in leadership. We ask ourselves if we are operating in terms of our values every day. That is the foundation of creating trust among employees.

**Claretha Harris, Finance Division:** I wrote, “employee improvement committee.” We established it about three years ago, after the survey. We were losing staff and morale was low, and we reached out to the employees to ask for their involvement in making things better. We want an environment that is supportive and a place they want to stay and grow in. They felt there was no career development planning prior to this. In working with them, we have been able to come up with some new things.
**Jack Loring, Human Resources:** I wrote, “meaningful work.” To me, a person can work for the County and impact the community. We have opportunities for people that draw volunteers.

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<thead>
<tr>
<th>Culture</th>
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<tbody>
<tr>
<td>- Mentoring</td>
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<td>- Values</td>
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<td>- Management relationship with EAC</td>
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<td>- Cross-functional teams of front-line employees to solve “opportunities”</td>
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<td>- Engagement survey annually</td>
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<td>- Employee participation in strategic planning</td>
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<td>- Career conversations</td>
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<td>- Well-being</td>
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<td>- Feedback loops</td>
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<td>- Supportive</td>
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<tr>
<td>- Collaborative</td>
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<tr>
<td>- Encouraging fun!</td>
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<tr>
<td>- Compassionate</td>
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<td>- Career development plans</td>
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<tr>
<td>- Work-life balance</td>
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<tr>
<td>- Employee improvement committee</td>
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<td>- Meaningful work</td>
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**Rewards/Recognition**

**Clarethia:** Burke’s Bucks is a rewards program. Employees that do things above and beyond get recognized by either coworkers or management. Time off is the reward.

**Scott Davis, Business Technology Services:** We have the same idea, but each reward is worth an hour. When I first gave one out, they signed it and gave it to someone else at the table. We have to make them use it. It is great to reward them.

**Canaan McCaslin, County Administration:** I liked “FRS pension” and “benefits.” I think it helps us stand out. We are competitive with the private sector and that is something we should celebrate.
**Rose:** Thomas Treasures is similar to the other reward programs. We have a system where so many are allotted to each department. Management walks around and looks for people going above and beyond. They can use them on shirts and other things. They love it.

**Speaker:** We have had comments cards for years. We serve the public and we publish the good comments including the employee’s name in the internal newsletter. This is important because they know it was read. We take it a step further and bring it up. It provides recognition.

<table>
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<th>Reward/Recognition</th>
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<tbody>
<tr>
<td>• FRS Pension</td>
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<td>• Benefits</td>
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<tr>
<td>• Service awards</td>
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<td>• Leave (paid time off)</td>
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<tr>
<td>• Thomas Treasures</td>
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<tr>
<td>• Employee of the quarter</td>
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<td>• WOW! Boards</td>
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<td>• Awards ceremony at in-service</td>
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<td>• MVP awards</td>
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<td>• Verbal recognition by management</td>
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<td>• Rally</td>
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<td>• Service awards</td>
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<tr>
<td>• Tuition reimbursement</td>
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<td>• Mentoring at schools</td>
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<tr>
<td>• BTS-Bucks</td>
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<tr>
<td>• Project completion celebration</td>
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<tr>
<td>• Burke’s Bucks</td>
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<tr>
<td>• Comment cards - newsletter</td>
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**Recruitment**

**Holly:** New employee orientation is about every two weeks and I make a point to greet them. I ask them to share their reason for joining Pinellas County. I consistently hear they have been trying to get a job here for years because of its reputation as being a great place to work. I think that is something to recognize.

**Jeff Rohrs, Business Technology Services:** We are an IT department for the county and that is a tough recruiting area. We have been doing more in social media outreach, looking for passive applicants. It is working out well for us.

**Scott:** With social media, the workforce coming in is social media-savvy. They are coming to us now, instead of vice versa.
**Kevin McKeon, Property Appraiser’s Office:** Our office is changing, and it has to be dynamic. Over 50% of our employees are new. It is important to be adaptable to new situations.

**Canaan:** I wrote “workforce connections” and “partnerships with schools.” That was started about two years ago. We are going to career fairs as one voice. That has led to a stronger partnership in the schools.

**Dru:** Kevin mentioned culture changes. The TV show *Mad Men* does a great job of defining the culture of the workplace of the time. If you think you know culture, you had better check, because it will change on you. Culture is royalty.

**Dru:** These things on the boards are brilliant. I love hearing that you are using social media and school connections. It is hard to find talent.

A little more about me. I work with Collaborative Labs when I feel like I can contribute to the goals of the client. I am a social enterprise entrepreneur and own a music school and performing arts academy. I lived in Washington D.C. five years ago, working with congressional members and federal law makers. I am familiar with public sector work and have spent time working on the topic of employee engagement. I am excited to do this with you!

<table>
<thead>
<tr>
<th>Recruitment</th>
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<tr>
<td>• Systematic approach</td>
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<td>• Onboarding/(Future) Nesting</td>
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<td>• Pre-employment testing</td>
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<tr>
<td>• Phone/in-person interviews</td>
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<tr>
<td>• 70-200-day check-ins new hires</td>
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<tr>
<td>• Reputation – great place to work</td>
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<tr>
<td>• Social media outreach</td>
</tr>
<tr>
<td>• Law school partnering</td>
</tr>
<tr>
<td>• Education reimbursement</td>
</tr>
<tr>
<td>• Workforce connections</td>
</tr>
<tr>
<td>• Partnerships w/schools (PTC, St. Petersburg College, University of South Florida)</td>
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<tr>
<td>• Industry-specific organizations and conferences</td>
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</tbody>
</table>
**Dru:** Today, we are going to challenge our experience, we are going to work to find a resolution, and in small groups, we are going to do some brainstorming. Then, we are going to look at “what’s in it for me.” You are going to have some language to talk about the value of the EVP. We will do some work around difficult conversations and then cover our next steps. Today is part of the journey your team is on.

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### Challenging Our Experience

**Dru:** On the back of your agenda, we are going to do an individual activity. We all operate from a cocktail made up of belief and knowledge. I’m going to show you six images. Quickly write down your response to the question at the top of each slide.

First, what do you see: gold and white or blue and black? Last night I was reviewing this, and on the smaller monitor, it looked blue and black, but on the big monitor it was gold and white. This is the kind of thing where you were sure of what you saw at first.
Dru: Write down the first thing you see for these next images.
**Dru:** What do you see? A challis, or two faces facing each other?

**Dru:** The orange circles are the same when you remove the surrounding circles.
Dru: It is not a clock, it is a triangle with numbers around it! If I looked at this as a “play” button, then you pick up on the culture of what the triangle represents. But you believed it to be a clock, and you used knowledge you have to answer the question.

Speaker: But you asked us what time it is. You tricked us!

Dru: In our day-to-day, we get asked questions that are not what we are talking about. When you look at these images, you fill the information in. One last one: which yellow line is longer?
Dru: You are already filling in the void with information. We are built that way. Most of you said it was the same, which makes sense, because I have conditioned you. After six images, I have programmed you. It is amazing. Even knowing the right answer, I still think they are different. Even when you have factual information, your belief can be different.

Speaker: Because of depth perception, you are looking at 3-D and 2-D in the same image.

Dru: I would guess through your rewards program you have found yourself where what is belief-based contradicts your knowledge. I was surprised to see how competitive your total rewards package was; that was belief versus knowledge. The challenge today is to separate the two.
Finding a Resolution

Ugli Orange

Dr. Balboa and Dr. Creed, two biological research scientists representing rival pharmaceutical companies, each:

1. Seek to acquire the entire crop of Ugli Oranges available in the world
2. Are justified in the utmost moral and ethical need for the entire crop of Ugli Oranges
3. Plan to meet with Mickey, the farmer, who owns all of the Ugli Orange crops

Dru: We are going to play a game, called The Ugli Orange. Dr. Balboa and Dr. Creed represent rival pharmaceutical companies.

Ugli Orange Directions

1. Split into two groups:
   - Odds are Dr. Balboa
   - Evens are Dr. Creed
2. Review confidential instructions for your role
3. Prepare your case for Mickey the Farmer

Dru: We will split into two groups: the odd numbers are Dr. Balboa, and evens are Dr. Creed. You have confidential instructions to be shared only among your group. Then, you will prepare your case for why you should be the recipient of all Ugli oranges. *Teams were formed and Dru handed out a packet to each group. Each team brainstormed for five minutes.*
Dru: Now we are going to pair up, one Creed to one Balboa, and you will each give your pitch. Participants paired up and gave their pitch.

Dru: Share with me what you saw happen.

Mary: We realized we needed one part of the orange, not the whole part.

Dru: Did that happen for the Balboas? (Yes.) So, there is the possibility that you need one thing and someone else needs something completely different. So, how did the pitch go?

Speaker: Our first question was, what do you need from the orange?
**Julie Marcus:** It came down to a moral hierarchy. We recognized that the other team needed the orange for the health of the unborn babies. There was a hierarchy of the need.

**Dru:** The Creeds sheet said that there is a nerve gas leak and thousands of people will die if the gas gets out. There is a moral dilemma there too. You first negotiated if the person needed the same thing, then you discussed what the other person needed, and if it could be weighed or valued. Then what happened in the small groups? Was it a slam dunk?

**Speaker:** I pitched with Jeff and he made it clear he needed the juice. It was a simple conversation, because all we needed was the rind.

**Dru:** Can we agree it was a shared solution? I heard someone say, “zero sum” and “win-win.” When you see the boxing gloves on the sheet, it gave the message of conflict. This exercise shows that it doesn’t have to be win-lose.

The turning point is that the idea of what you want may be different from what someone else wants. The real world is not always so clean cut. Today, I want to help you get focused on the things that matter around the focus areas of your Employee Value Proposition (EVP). Be open to what you want, what they want, and the value scale of each.

### Elevating Our Employee Value Proposition (EVP)

**Dru:** Let me break down what we are doing today. When you look up “employee engagement” on the Internet, you will see there is a wealth of information out there.
Dru: We can learn a lot from the Internet. We can learn that you need employee surveys and why. We learn that there are three types of employees: engaged, disengaged, actively disengaged.

Why are we doing employee engagement? When you look at fact vs. belief, disengaged employees commit more errors and have higher rates of absenteeism. Seventy-five percent of employees leave their job because they are dissatisfied with their boss. That is a high number. We need to all talk the same language. That is why we elevate our EVP.

My colleague, Tina, met with you to do a survey to figure out your focus areas. Eight came out of that, but you will not have time to work all eight, so you will need to make some choices.

Dru: We are going to break out into six teams. You will need a keyboarder and spokesperson for each team. We are going to have three rounds. The first round will have two topics from which you can choose to work on. As you brainstorm, your keyboarder will capture your ideas in ThinkTank software. There are two questions to help drive your ideas:

- Current state: What is working well that should be continued or expanded?
- Future state: What should we start or stop doing to enhance value?

Participants self-selected into teams for brainstorming on the selected area, then selected their top ideas.
Management Style

Top Brainstorming Ideas
*These are the top items selected by each team.*
1. Servant leadership versus ego-driven
2. Developing your staff
3. Coaching/mentoring
4. Leading by example
5. Ownership (taking responsibility)
6. Leadership vulnerability (admit you don’t know everything)
7. Accountability
8. Motivating engaged & over-performing employees
9. Being transparent
10. Embrace risk taking/acceptable failure/remove punitive culture
11. Common/shared values

Brainstorming List
*These are the remaining items brainstormed by teams.*
1. Working collaboratively with other management
2. Mentoring programs
3. Share measures of success
4. Being more transformational vs. traditional
5. Distribute management
6. Being agile
7. Being willing to change course
8. Flexible schedules
9. Collaborative listening
10. Delegation
11. Trust but verify
12. Collaborative problem-solving
13. Empowerment
14. Cultural assessments
15. Building consensus
16. Allowing conflict/disagreement
17. Seeking input from staff
18. Professional development
19. Decisions from all levels, not just top down
20. In-service day
21. Admitting mistakes
22. Employee recognition
23. Shared recognition

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24. Being willing to continue to learn  
25. Encouraging development of others  
26. Relatable goals  
27. Consistency among departments/divisions/appointing authorities?  
28. Encourage independence  
29. Communicate more amongst leadership to ensure consistency  
30. Have more discussions about the future  
31. Provide feedback that has value  
32. Deal with poorly-performing employees  
33. Recognize high-performing employees  
34. Start defining outcomes that have real meaning  
35. Get away from being data-rich but information-poor  
36. Find a better way to measure people's success  
37. Stop creating policies to substitute for management  
38. Providing constructive feedback  
39. More recognition  
40. Utilizing software tools to enhance collaboration; promote shared culture  
41. We should listen more and demonstrate that we heard and take action (if possible)  
42. Setting measurable goals for advancement  
43. Stop interrupting :)  
44. Succession planning  
45. Continue to break down silos  
46. Seek more feedback within our own division  
47. Reduce emotional-based decisions/increase data-driven decisions  
48. Communicate appropriately & consistently  
49. Courage to address difficult conversations  
50. Addressing underperforming & disengaged employees  
51. Don't be afraid to fail  
52. Get out and walk around (physically and emotionally engaging with employees)  
53. Incentivize creativity & innovation  
54. Look for technology to solve problems instead of people first  
55. Prepare employees for change - be more dynamic  
56. Prepare employees for management  
57. Review policies and procedures - revise as needed  
58. Let managers lead  

**Dru:** Now that you have selected your top ideas for Management Style in your teams, we are going to vote individually. Press a button on the clicker and your vote will count. Only vote for your top three; select them in order of importance. Before we show the results, we are going to share which idea your team selected and why.
**Whit Blanton, Executive Director, Forward Pinellas:** The group picked number 3, “coaching and mentoring.” We felt it was all-encompassing of the issues.

**Don Crowell:** We selected “ownership.” It encompasses everything from empowerment to responsibility. We felt like, if this was your business, how would you act?

**Julie:** We picked “servant leadership.” We thought it was broad-based in terms of listening. It does not matter who is getting credit and encompasses a lot of things.

**Catherine Bailey Noble:** “Leading by example.” We wanted to specify that it was leading by a good example, and that there are not two sets of rules (one for management, one for employees).
Jack: “Leadership.” It is important that great ideas come from all levels.

Mike Twitty, Property Appraiser: “Developing your staff.” It is important and leadership should be engaged at and continue it at that level.

Terri: If you think of servant leadership as being all encompassing, then we can also bring in the other ideas listed.

Whit: As far as mentoring, I think everyone needs a guidepost; it is a two-way street between mentor and mentee.

Dru: Now we are going to show the top three ideas you selected.
Rank your Top Three Management Style Ideas

1. Servant leadership versus ego-driven – 12%
2. Developing your staff – 15%
3. Coaching/mentoring – 12%
4. Leading by example – 11%
5. Ownership (taking responsibility) – 6%
6. Leadership vulnerability (admit you don’t know everything) – 8%
7. Accountability – 14%
8. Motivating engaged & over-performing employees – 3%
9. Being transparent – 10%
10. Embrace risk taking / acceptable failure / remove punitive culture – 9%

Top Management Style Ideas

- Developing your staff – 15%
- Accountability – 14%
- Servant leadership versus ego-driven – 12% (tie-breaker vote 54%)

Dru: We are going to switch back to ThinkTank and do the same voting process for Work Environment. Please select the one you feel is most important.

Work Environment

Top Brainstorming Ideas

These are the top items selected by each team.
1. Caring organization
2. Respectful
3. Feeling appreciated
4. Transparency
5. Meaningful work
6. Employee participation in decisions
7. Diverse
8. Having fun while working hard
9. More work/life balance
10. Encouraging employees to become part of the solution
11. Safe

Brainstorming List

These are the remaining items brainstormed by teams.
1. Work-life balance - sustainable
2. Flexible work schedule
3. Free of harassment
4. Safe environment
5. Tools and resources needed
6. Service oriented
7. Collaborative
8. Diverse
9. Growth opportunity, vertical or horizontal
10. Defining better career paths
11. Individual development plans
12. Focus on what motivates employees to come to work each day
13. Tools and tech
14. Offer developmental tools (training, etc.)
15. Supportive vs. hostile
16. Consistent/predictable structure
17. Feedback is valued
18. Working collaboratively with employees
19. Rewarding positive interactions/behaviors
20. Constantly changing
21. Celebrating each other’s successes
22. Enjoying serving others
23. Valuable work
24. Understanding the value of their work
25. Listening to employee feedback and ideas
26. Employee participation in interviews of peers
27. Telecommuting
28. Showing empathy
29. Flexible work schedules
30. Mentoring
31. Development
32. More flexible
33. More variety in type of work
34. Cross-training in different areas
35. More education/training
36. Job shadowing
37. Job shadowing across appointing authorities - how do I fit in the big picture?
38. Better understanding of other position responsibilities
39. Leadership development opportunities
40. Opportunities for advancement
41. Job sharing
42. Managers more self-aware
43. Openness to accept criticism/constructive feedback
44. Encourage employee development
45. Better understanding of what all employees do within their area
46. Management spend time getting to know employees

**Dru:** I would like to hear from each team about why you selected your top idea.
Team 6

Amanda Coffey: We selected a respectful work environment. If you don’t have that, you cannot reach the other ideas up there.

Team 5

Tim Closterman: “Diverse.” We are diverse in a multitude of ways, such as our age and our jobs.

Team 4

Lisa Arispe, Employees’ Advisory Council Chair: “Feeling appreciated.” If you are appreciated, you are going to do your job better.

Team 3

Julie: Think of fun as being what brings you joy and fulfillment and look at how 1-10 relates to that. You want to feel good while you are doing what you have to.

Team 2

Charles Thomas, Tax Collector: We chose “transparency,” because it encompasses how the organization functions and makes decisions and includes participation.

Team 1

Whit: We chose “meaningful work,” because if it brings meaning, it also brings joy. Meaning can bring success to the organization.

Dru: It is time to vote for your top three.
Dru: In the next round of topics, we are going to have three choices for you to brainstorm on. Participants self-selected into new teams and brainstormed on the two questions for one of the three topics: Meaningful Work and Community/Citizenship, Work-Life Balance, and Employee Well-being.

**Top Brainstorming Ideas**
These are the top items selected by each team.

1. Understanding your role and how it contributes to entire organization
2. Dignity in work & respect for contributions
3. More frequently recognizing employee contributions
4. Having a better understanding of what we do and how we impact the community and each other
5. Stronger partnerships in the community that can be sustained
6. Encouraging pride in work
7. Employee understanding of the impact of their work
8. Virtual trophy case for departmental accomplishments
9. Empowering your people to help them feel ownership
10. Listening to your employees for new ideas

**Brainstorming List**
*These are the remaining items brainstormed by teams.*
1. Sharing stories
2. Outreach in the community
3. Making a difference
4. Leadership supporting volunteerism
5. Understanding we work for the citizens of Pinellas County
6. Management creating a big picture vision
7. Pride of place
8. Opportunities for employees to use their strengths
9. Celebrating community involvement
10. Acknowledging contributions/feedback
11. Understanding that we are a part of the community we serve
12. Communicating outcomes better
13. Creating a sense of ownership in the work produced
14. Making sure each employee knows how their role fits into the big picture
15. Consistently encouraging leadership to support employee volunteerism
16. More focus on outreach and engagement in underserved areas
17. Creating workgroups focused on citizen impacts
18. Micro credentialing to recognize skills
19. Recognizing the difference between the public and "members" of the public

**Dru:** If you would like to speak to the one you selected, you can. *(No one elected to speak.)* Okay, vote now on your top three.
Rank your Top Three Purpose - Meaningful Work and Community/Citizenship Ideas

1. Understanding your role and how it contributes to entire organization – 21%
2. Dignity in work & respect for contributions – 15%
3. More frequently recognizing employee contributions – 7%
4. Having a better understanding of what we do and how we impact the community and each other – 15%
5. Stronger partnerships in the community that can be sustained – 5%
6. Encouraging pride in work – 6%
7. Employee understanding of the impact of their work – 9%
8. Virtual trophy case for departmental accomplishments – 1%
9. Empowering your people to help them feel ownership – 13%
10. Listening to your employees for new ideas – 9%

Top Meaningful Work and Community/Citizenship Ideas

- Understanding your role and how it contributes to entire organization – 21%
- Having a better understanding of what we do and how we impact the community and each other – 15% (tie-breaker vote 53%)
- Dignity in work & respect for contributions – 15% (tie-breaker vote 41%)

Work-Life Balance

Top Brainstorming Ideas

These are the top items selected by each team.
1. Recognize people work to live, not live to work
2. Personal well-being translates to better performance and contributions
3. Disconnecting when you are off
4. Flexibility of work hours
5. Strive to model the example of balance (not work-a-holism)
6. Work Hours
7. Flexible Schedules (to a limit)
8. Realistic expectations
9. Ease of scheduling time off
10. Workload balancing
Brainstorming List

*These are the remaining items brainstormed by teams.*

1. Personal days
2. Generous leave banks
3. Paid holidays
4. FMLA
5. Parental leave
6. Staggered schedules
7. Participating in family events
8. Retirement benefits
9. Take Your Kids to Work Day
10. Community service
11. Mentoring
12. Bereavement leave
13. Training
14. Employees Assistance Program (EAP)
15. Tuition reimbursement
16. Annual leave exchange
17. Prescription drug plan
18. Wellness program
19. Giving back to the community
20. Contribute to society
21. Lunch Pals/community service
22. Tuition reimbursement
23. Fundraising to support community
24. Ability to telecommute
25. More time for community service
26. Turn off email when out
27. Embrace diversity (become inclusive of total person/not require assimilation)
28. Better understanding of what other organizations do
29. Do not ask staff to come to work sick
30. No work conversations in break room!!!!!
31. Work-free zones
32. Mindfulness corner

**Dru:** Now, drag and drop your item that is most important for Work-Life Balance. There is a good comment I just heard, when you see something that is duplicative try not to drag it in.

Now you will vote for your top three.
Rank your Top Three Work-Life Balance Ideas

1. Recognize people work to live not live to work – 9%
2. Personal Well-being translates to better performance and contributions – 21%
3. Disconnecting when you are off – 10%
4. Flexibility of work hours – 14%
5. Strive to model the example of balance (not work-a-holism) – 6%
6. Work hours – 0%
7. Flexible schedules (to a limit) – 11%
8. Realistic expectations – 13%
9. Ease of scheduling time off – 8%
10. Workload balancing – 8%

Top Work-Life Balance Ideas

- Flexibility of work hours / Flexible schedules (to a limit) – 25%
- Personal well-being translates to better performance and contributions – 21%
- Realistic expectations – 13%

Employee Well-being

Top Brainstorming Ideas
These are the top items selected by each team.
1. Safe environment focus, physical and mental
2. Good work-life balance
3. Improved stress-management
4. Better incentives for wellness program participation
5. Sponsored wellness programs during work hours
6. Benefits

Brainstorming List
These are the remaining items brainstormed by teams.
1. Expanded gym hours, 24/7/365
2. Courthouse cafe
3. Ergonomic furniture and surveys
4. Google sleep pods

Dru: Now, we are going to continue by repeating what you have been doing, but only pick your top one, because there are fewer options. First, what is the difference between numbers 4 and 5?

Steven Knox, Property Appraiser’s Office: “Sponsored wellness programs” refers to management and directors promoting the programs within their departments, so they are more accepted.

Holly: Numbers 4 and 5 are different because 5 is a leadership decision to give permission for employees to participate, the other part is the employee needs to actually participate. Just because we build it, does not mean they are going to come.

<table>
<thead>
<tr>
<th>Rank your Top Three Employee Well-being Ideas</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Safe environment focus, physical and mental – 28%</td>
</tr>
<tr>
<td>2. Good work life balance – 24%</td>
</tr>
<tr>
<td>3. Improved stress management – 11%</td>
</tr>
<tr>
<td>4. Better incentives for wellness program participation – 11%</td>
</tr>
<tr>
<td>5. Sponsored wellness programs during work hours – 13%</td>
</tr>
<tr>
<td>6. Benefits – 14%</td>
</tr>
</tbody>
</table>

Dru: Now we are going to reset our team tables and you can pick a new focus area you like. Participants self-selected new teams and brainstormed on the two questions for one of the three topics: Benefits and Rewards, Cash Compensation, and Career Development.
Benefits and Rewards

Top Brainstorming Ideas
These are the top items selected by each team.
1. Health plan, dental plan, pharmacy (overall insurance)
2. Streamlining & communicating current benefits
3. Monetary incentives (expanded) for wellness programs
4. Flexible hours
5. More choices in a form of a cafeteria plan
6. Education on financial & retirement planning
7. Recognition expansion and integration
8. Expansion of dental programs (better coverage)

Brainstorming List
These are the remaining items brainstormed by teams.
1. Commute benefits
2. Expand the suggestion awards program
3. Expand recruitment incentive
4. Gym/wellness center stipends
5. More education of the HSA benefit plan
6. FRS education
7. Deferred compensation education
8. Incentives for Wellness Champions
9. Management support of Wellness Champions

Dru: Here is a look at the top eight you selected. Let us first make sure there are no duplicates.

Jack: For number 7, we were talking about our recognition programs and employees receiving points for certain items. The idea was to integrate all these point systems to allow employees to accumulate faster.

Dru: Vote on your top three.
Rank your Top Three Benefits and Rewards Ideas

1. **Health plan, dental plan pharmacy (overall insurance) – 21%**
2. Streamlining & communicating current benefits – 13%
3. Monetary incentives (expanded) for wellness programs – 6%
4. Flexible hours – 11%
5. **More choices in a form of a cafeteria plan – 14%**
6. **Education on financial & retirement planning – 22%**
7. Recognition expansion and integration – 8%
8. Expansion of dental programs (better coverage) – 5%

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**Top Benefits and Rewards Ideas**

- Education on financial & retirement planning – 22%
- Health plan, dental plan pharmacy (overall insurance) – 21%
- More choices in a form of a cafeteria plan – 14%

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**Cash Compensation**

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**Top Brainstorming Ideas**

*These are the top items selected by each team.*

1. Please!
2. Multiple compensation options (supplemental, certifications, equity, special merit...)
3. Based on standards and realistic expectations
4. Investigate comparable compensation tools (bonuses, stock options, matching contributions...)
5. Pay-for-performance
6. Market-driven
7. Rewarding highly-engaged employees
8. Development/promotional opportunities
9. Competitive
**Brainstorming List**

*These are the remaining items brainstormed by teams.*

1. Yes!
2. Equitable
3. Based on merit
4. Uniform pay and class system
5. Flexible starting pay rate
6. Flexible pay increases for promotion
7. Career ladders
8. Transparency
9. Bias-free
10. Leave exchange
11. Tuition reimbursement
12. Overcome public perception of paying government employees competitively

**Dru:** Now we will take a look to see if there are any we can combine. *Similar items were combined before the vote.* Now pick your top three.

**Top Cash Compensation Ideas**

- Pay-for-performance / Rewarding highly engaged employees – 20%
- Market-driven / Competitive – 18% (tie-break vote 52%)
- Development/promotional opportunities – 18% (tie break vote 24%)

**Career Development**

**Top Brainstorming Ideas**

*These are the top items selected by each team.*

1. Having a formal, intentional mentor program with roles, clarity, training
2. Succession panning
3. Leadership development programs
4. Provide opportunities/paths for people who are not interested in supervisory roles
5. Encouraging networking opportunities
6. Cross-training
7. Incentives for continued certifications
8. Opportunities for cross-functional teams
9. Apprenticeships
10. Offering more certification programs onsite vs. tuition reimbursement, i.e. six sigma certification/project management certification

**Brainstorming List**

*These are the remaining items brainstormed by teams.*

1. Mentoring
2. Tuition reimbursement
3. Tuition reimbursement
4. CPM
5. Career ladder
6. Leadership development programs
7. Mentoring
8. Learning paths
9. You learn it
10. Webinars
11. Opportunities to go to seminars/conferences
12. Job shadowing
13. Rotation of assignments
14. Formal IDPs
15. Establishing a fellowship program with one of the universities
16. Double encumbrance
17. Having more opportunities for learning outside of classroom learning
18. Supervisor experience opportunities with interns
19. Lunch and learns
20. Process improvement teams
21. Establish opportunities for employees to identify their strengths/goals and weaknesses/needs
22. Create learning groups/affinity groups
23. Create formalized networking groups
24. Better communication of county-wide opportunities
25. Provide career coaching

**Dru:** This is the last one before lunch! As you can see, these are broad topics you are selecting. That is appropriate at this stage. There is work to be done beyond today, and these topics will need to be picked up by individuals or groups to become actionable.

We will make sure each of our items are unique before we vote. *The list was reviewed.*

**Rose:** With number 7, “incentives for continued certifications,” they will give you money towards it, and with 10, they are bringing it onsite for you to attend. They are different.

**Speaker:** Not all succession planning involves leadership positions.
Rank your Top Three Career Development Ideas

1. Having a formal, intentional mentor program with roles, clarity, training – 13%
2. Succession planning – 23%
3. Leadership development programs - 16%
4. Provide opportunities/paths for people who are not interested in supervisory roles – 14%
5. Encouraging networking opportunities – 5%
6. Cross-training – 7%
7. Incentives for continued certifications – 7%
8. Opportunities for cross-functional teams – 4%
9. Apprenticeships – 3%
10. Offering more certification programs onsite vs. tuition reimbursement, i.e. six sigma certification/project management certification – 8%

Top Career Development Ideas

- Succession planning – 23%
- Leadership development programs - 16%
- Provide opportunities/paths for people who are not interested in supervisory roles – 14%

Dru: So, what we have done is create a consensus among the focus areas. It is time to refuel with food and social time. We have planned a non-working lunch for you to quickly take care of any tasks you may have and socialize with each other.

Lunch Break.

Dru: Who has heard of Peter Drucker? He was the pioneer of Management by Objectives (MBO). He gets a lot of attention in the area of management training here in the U.S. (he is Austrian-born). Before him, there was not a lot about leaders needing mentoring and training.

His phrase, “Culture eats strategy for breakfast,” what do you think that means?
Rose: If you do not have the right culture, it does not mean a thing.

Terri: If you have beautiful fish and put them in toxic water...

Speaker: It is hard to move forward with strategy if you have a culture that no one wants to be a part of.

Dru: What makes culture different from strategy?

Belinda Huggins: Culture takes in the aspect of people.

Kevin: Strategy takes into account that there is a process; strategy first, culture second.

Dru: How do you know when there is a culture in place?
Comments: Shared goals, vision statements, strategic plan.

Dru: How do you know it is working?

Speaker: Measurements.

Dru: How do you measure culture?

Rose: Engagement.

Dru: That is one of them. The idea is that culture might precede strategy. If your culture is not healthy, strategy will not save you. You need to measure strategy and culture.

When we started our activity to work on EVPs, several of you said we do it differently in our area. I recognize that you need to apply it as best you can, but your culture guides it; it is coming from one place. Your strategic plan tells you how you are going to do it in the next one to three years.
Dru: What is this? It is a duck-bunny. We talked about beliefs and part of that is perspective. When I change the perspective, does it change what you see? What we are doing next requires you look at a different perspective.

**Crafting Our Pitch**

Dru: This is a consensus-building activity. Discuss the three question prompts and synthesize your discussion in a brief elevator pitch. Then, present your pitch to the group. Again, you will appoint a keyboarde and spokesperson. It is okay to just talk about what we have done here today, instead of talking about what we have not done today. Start there; these questions will help you build a value statement. Participants broke into preselected teams.

**Crafting Your Pitch Directions**

1. Discuss 3 question prompts reflecting on pre-lunch activities
2. Synthesize your discussion and draft a brief powerful pitch
3. Prepare to present your brief to the large group
Dru: We are going to use our “applause-o-meter.” The spokesperson will give us their pitch, then we will go around and hear them again, and vote by applause.

<table>
<thead>
<tr>
<th>Team Discussion Questions</th>
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<tbody>
<tr>
<td><strong>What are the unique benefits received by staff from the EVP?</strong></td>
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<tr>
<td><strong>How does the EVP differentiate Pinellas County as a top employer?</strong></td>
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<tr>
<td>- Meaningful work</td>
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<tr>
<td>- Contributes to community, not always true with private sector</td>
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<tr>
<td>- Work-life balance</td>
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<tr>
<td>- Higher value of total reward package, including benefits</td>
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<td>- Compensation goes way beyond just the salary and benefits</td>
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<td>- Career development opportunities resulting from diversity of jobs and careers within total County</td>
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<tr>
<td>- Tuition-reimbursement program</td>
</tr>
<tr>
<td>- Support for career growth and development and pursuing different opportunities within county</td>
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<tr>
<td>- More opportunities than most other places</td>
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**Why does the Total Reward Strategy position Pinellas County Leadership to better support the following?**
- Culture
- Rewards/Recognition
- Recruitment

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**Team 1 Elevator Pitch**
Pinellas County offers a wide variety of service-oriented career opportunities that come with a comprehensive benefits package that provide for long-term financial stability, including affordable health and wellness offerings, a focus on work-life balance and retirement planning with the Florida Retirement System. Come here, grow here, retire here.
## Team 2

**Team 2 Elevator Pitch**

Pinellas County is a premiere employer that allows you to do meaningful work that benefits your community, while enjoying support for your personal growth and development while earning a competitive total rewards package that includes more than just your paycheck. We have a tuition-reimbursement program and other career development opportunities that result from the incredible diversity of work that we do. This allows you to expand your knowledge and grow in different ways over the course of your career. And, we support and respect your enrichment as an individual, both inside and outside the workplace. Our workforce is diverse, inclusive, and safe for all individuals.

## Team 3

**Team 3 Elevator Pitch**

Pinellas County Government believes that personal well-being translates to better performance contributions. In order to build a community, you need to be able to participate in it, and the work you do here contributes to that cause. We provide employees with benefits and salary to be able to fully participate in the community. There are opportunities for professional growth in leadership and technical expertise. Come work for a place where you matter.
### Team 4

**Elevator Pitch**
Pinellas County provides a career among an empowered workforce within an organization that provides the tools, compensation, and development opportunities in a unique role to play within and for the community.

### Team 5

**Elevator Pitch**
ALL APPOINTING AUTHORITIES SUPPORT  
Culture fueled by responsible and transparent leadership, having a respectful and safe working environment  
Rewards and Recognition by developing staff for career excellence, leadership, and job satisfaction  
Recruitment by promoting our quality benefits and rewards programs and salary and compensation packages competitive with public and private sectors

### Team 6

**Elevator Pitch**
We recognize that we have traditional approaches to work, and we are striving to transform while still accomplishing the mission of each Department. Pinellas County’s goal is to position itself to attract, retain, and grow a productive, happy, and engaged workforce, through meaningful work, a positive and supportive work culture, valuing work-life balance, and offering stability, competitive compensation, and excellent benefits.
Dru: Now we will go back around, and we will pick the favorite by the amount of applause. Spokespersons reread their elevator pitches with applause following each.

What have we learned here today? Does there really need to be one winner? The reason I like to go around twice is because, the second time, you start to hear the commonalities. When one group wants to take another group’s tagline, that is good, because this was a quick exercise. But you have the resources, you just have to put some time to it. You can develop your own script for your staff, and you know it will be part of your culture.

Navigating Difficult Conversations

Dru: We have about fifteen minutes left, and I want to make the most of our time. We are going to stay in our same groups and look at navigating difficult conversations. I want you to brainstorm using the two questions on the back of your agendas. There is going to be a set of concerns that you will encounter on a regular basis; what are those? Also, what are the issues that are difficult to communicate with staff? Take a few minutes to discuss this and capture it. Teams discussed difficult conversation topics and prioritized them.

I want to be a good partner-advocate, so here is what I want to say about your two top eleven lists: they are great places to start. Use your culture to address those difficult issues.

Top common concerns from staff
These are the top items selected by teams.
1. Perception of fairness
2. Merit pay
3. Increased cost of health insurance
4. Is technology phasing out my job?
5. Dealing with low performers
6. Will I be able to support myself and my family?
7. Am I valued and appreciated?
8. Am I going to be doing the same thing forever?
9. Pay equity
10. Equitable accountability
11. Morale

Remaining common concerns from staff
These are the remaining items brainstormed by each team.
1. Flexibility
2. Schedule flexibility
3. Workload
4. Rewarding good performance
5. Housing costs in Pinellas County
6. Assessing performance
7. Market competitiveness
8. Career progression
9. Recognition
10. Pay equity
11. Healthcare costs
12. Equity adjustments
13. Transparent management
14. Pay disparity
15. Lack of personal space
16. Am I supported?
17. Dealing with low performers
18. Lack of understanding of how they fit into the big picture
19. Transparency
20. Valuing tenure when a person is at the top of their paygrade
21. Longevity vs. incoming employees (compensation comparison)
22. Fairness
23. Health
24. Safety
25. Finances

Top changes that are challenging to communicate to staff
These are the top items selected by teams.
1. Perception on workload balance and comparing between two employees’ jobs within a department
2. Political correctness has silenced or broken communication
3. Benefit changes
4. Consolidation of job classifications
5. Organizational changes
6. Mentoring poor performers
7. Skills needed for professional advancement
8. Classification changes
9. Natural tensions that occur from different generations having different expectations
10. Managing employee expectations re: tensions/expectations of different workforce elements (longer term vs. newer, etc.)
11. The value of the work being done vs. the value of the person

Remaining changes that are challenging to communicate to staff
These are the remaining items brainstormed by each team.
1. Class system changes
2. Culture changes
3. Lawyers - say something wrong?
4. Cost share for benefits between employee and employer
5. Technology changes  
6. Medical premium costs  
7. Merging organizations  
8. The evolution of certain skill sets  
9. Process changes  
10. Job role changes  
11. Not having current technology  
12. Merit increases, general increase, pay and class study  
13. Behavioral accountability  
14. Budget constraints  
15. Changes to benefits are difficult to explain  
16. Career repurposing  
17. Communicate changes  
18. The need for continual learning and improvement  
19. Process efficiencies and improvements  
20. Required to work during emergency  
21. Proliferation of identity politics  
22. New policies or procedures  
23. The appropriateness of roles within the organization  
24. Changes in roles and responsibility  
25. Value of new skills sets vs. job experience  
26. How decisions are made  
27. Benefit package changes – what is and is not included and changes in cost  
28. Demonstrating that you are listening  
29. Accountability to stay informed  
30. Necessary schedule changes  
31. Supervisory/management changes  
32. FMLA  
33. Renaming of job classifications  
34. Management transitions  
35. Measures and standards

**Wrap-Up and Next Steps**

**Dru:** We’ve talked about culture a lot. The elephant in the room we have not talked about is that we have five generations in the workplace. I believe that is a piece of it. Here at St. Petersburg College, we have a wonderful resource, called 5G, and it talks about management development and having five generations in the workplace. Sondra will talk about giving you another tool to work with.
Sondra Seiter, Program Coordinator, Workforce Institute: I wanted to thank you for giving me the opportunity to speak to you. Some of you are familiar with the Workforce Institute. As you know, St. Petersburg College offers degree programs, but we also offer noncredit courses to introduce individuals to different areas.

Our 5G Power Skills Certification training talks about soft skills in an engaging way to address some of the things you have identified that you want to work on. It talks about diversity and collaboration, interpersonal communication, adaptive thinking, principles of professionalism, and leadership and management. These are all things that are important in communicating with others. We can focus the content on what you want delivered. It allows participants to interact with each other. We offer the three-day workshops on-site and can also bring it to a company. For example, it could be an onboarding activity for new hires.

Dru: It could address some to the areas you identified, such as career pathing and incentives.

Sondra: I would welcome the opportunity to build a partnership and sit down with you to figure out what your needs are. You can contact me at (727) 791-5978 or Seiter.Sondra@spcollege.edu. Thank you for joining us today and I hope you have an awesome weekend.

Dru: I want to thank you and we are honored to be involved. As one of your residents, it warmed my heart to hear the things that you prioritized. Thank you for being so culture-driven.

Holly: At the onset, when I asked if there would be value in doing this, unanimously, the response was, “Yes.” This has been an investment for each of you to be here today. I wanted to make sure you left feeling that this was time well-spent. We welcome your feedback on today and I thank you again for being here and I look forward to what is to come in the future. Applause.
## Attendees

**Collaborative Labs' Engagement at St. Petersburg College**

**Participant Sign-In**

**Sponsoring Client:** Pinellas County Appointing Authorities Advance

As a Participant of the Collaborative Labs at St Petersburg College, information from my participation in this Collaborative Labs' engagement will be kept by the College as proprietary information for the sponsoring client, not open to the public record, except as may be required as a court record and by law. Capture is permanent form my name, likeness, image, voice, and work products captured during the course of this Collaborative Labs' engagement for the sponsoring client, and to provide such documentation to the sponsoring client. The sponsoring client and/or their legal representatives may allow for the reproduction and public viewing and/or publishing of any information presented and captured during the Collaborative Labs' engagement through separate written authorization.

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