To: Jim Abernathy, OMB Budget Analyst  
From: Terri L. Wallace, HR Manager, Holly J. Schoenherr, HR Director  
Date: March 14, 2019  
Subject: Budget Transmittal Memo _ Human Resources Department

Department Description

The Human Resources organizational structure continues evolving to meet the service needs of our customers. Our Centers of Excellence (CoE) work in synergy to contribute to all aspects of the department’s mission aligned with overall County strategic priorities. Service excellence is the hallmark of our strategic priorities, programs, processes and day-to-day operations.

In addition to Administration, Human Resources is organized into six Centers of Excellence: Communications and Outreach, Human Resources Information Systems and Records, Organizational and Talent Development, Planning & Performance, Total Rewards and Workforce Strategy.

Please see link to the 2018 Annual Report  
http://www.pinellascounty.org/hr/publications/annual-reports/annual-report-2018.pdf

The 2018 – 2020 HR Strategic Plan  

The HR Organizational Chart  
http://www.pinellascounty.org/hr/pdf/orgchart.pdf

Explanation of Program Variances

Funds were shifted from various salary lines within the UPS Human Resources Program to reallocate a position. This resulted in a significant increase (52%) in the Volunteer Services Program to create a Communications & Outreach Officer position. The overall Human Resources budget was increased by 2% from FY’19 to FY’20.

Program Delivery Options

Human Resources has and will continue to undertake process mapping and improvements for efficiencies and effectiveness. Revisiting alignment of human capacity and resources takes place with each position and budgetary decision to create the best possible outcomes. The 2018 Annual Report describes many such assessments and offerings during FY’18 and FY’19, with action plans for FY’20 being shared before the Unified Personnel Board (UPB) in the upcoming April,’19 meeting. Along with input from the Appointing Authorities, the EAC and all stakeholders, decisions are made within budget allocations, focusing on stewardship of funds and resources. The Human Resources Department forecasted estimates for FY’19 and target for FY’20 to be within the budgeted amount, asking for no additional funds while continuing to improve programs and services.

PINELLAS COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER
Strategic Plan

2018 – 2020

Positioning Pinellas County Government as a top-choice employer in the Tampa Bay region.
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Cover photograph provided courtesy of Pinellas County Marketing and Communications Department.  
Photograph provided courtesy of Pinellas County Marketing and Communications Department.
When I interact with leaders and employees across the Unified Personnel System (UPS) and ask them what they perceive as the purpose of Human Resources (HR) and what they need from HR, I hear a variety of responses. As a service organization to 10 other unique appointing authorities that make up the UPS, Human Resources is often challenged with staying focused on our mission while responding positively to the requests and interests of all whom we serve.

The purpose of this 2018-2020 Strategic Plan is to provide the HR team with a road map to guide us toward realizing our vision of positioning Pinellas County Government as a top-choice employer in the Tampa Bay region. It is to help keep us focused when confronted with an array of demands for our attention. The Strategic Plan is also an important communication tool for our stakeholders … this is what you should expect from your HR department. This is our service compact.

**A Fundamental Influence**

The desired outcome of any government organization is to protect and enhance the quality of life of its citizens, and the services provided to respective constituents, at every level of government, are largely driven by the people employed by public sector organizations. Employees who are skilled at what they do, who are committed to the public good, and who act in an innovative, ethical and responsible manner create efficient, effective, and responsible government. Because the business of HR revolves around human capital resource management, HR professionals have the opportunity to help fundamentally influence and shape organizational outcomes.

The four focus areas of our Strategic Plan — Diverse Workforce; Talented Workforce; Engaged Workforce; and Prepared to Serve — are linked to our mission to “Cultivate a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County.” The UPS is already made up of individuals with unique backgrounds and perspectives, and it is expected that over the next several years we will have the opportunity to further enhance the diversity of our workforce.

Similarly, the nature of work performed across the UPS is constantly changing to adjust to new regulations and new technologies; and to keep up we will need individuals with the right talent to ensure organizational success.

Why cultivate an engaged workforce? Engaged employees find personal meaning and pride in their work and are therefore more likely to expend discretionary effort to ensure the success of their colleagues and their organization. Employee engagement is directly linked to organizational success.

Finally, it is not sufficient to have in place diverse, talented, and engaged team members. To provide the highest standards of public service, we must all work together to ensure each member of the Unified Personnel System is prepared to effectively serve the citizens of this great County.

“If you don’t know where you’re going, any road will get you there.”
~ Lewis Carroll
Human Resources (HR) provides strategic and administrative support for the Unified Personnel System. Our driving motivation is to become a trusted solution partner for every member of the Unified Personnel System. In addition, the HR team is committed to cultivating a diverse, talented, and engaged workforce prepared to serve the citizens of Pinellas County.

**Centers of Excellence**

HR’s structure is evolving to meet the service needs of our customers. Each of our Centers of Excellence (COE) contributes to all of the aspects of the Human Resources mission. Service excellence is the hallmark of all our strategies, programs and day-to-day operations. We believe in listening and being receptive, in honoring our partners’, customers’, and coworkers’ experiences, and continually preparing employees and the organization as a whole to contribute to the greater good.

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

- **Communications and Outreach** *(Website, Publications, Volunteer Services)*
- **Human Resources Information System (HRIS) and Records Administration** *(Personnel Records, New Employee Processing, HR Analytics)*
- **Organizational and Talent Development** *(Learning Opportunities, Leadership Development)*
- **Planning and Performance** *(Employee Relations, HR Business Partners, Strategic Planning)*
- **Total Rewards** *(Benefits, Wellness, Classification and Compensation)*
- **Workforce Strategy** *(Employment, Talent Acquisition Strategy)*

**Administration** provides guidance and manages rules and policies, the department budget, and public records requests; provides Personnel Board support, grievance administration, and purchasing.

The **Leadership Team** is comprised of the Director, the Managers and Officers of the Centers of Excellence, and the Business Partners.

See **Appendix 2 on page 25** for further details.
The Unified Personnel System

Pinellas County’s Unified Personnel System (UPS) was established in 1975 by a special act of the Florida Legislature. The Unified Personnel System is composed of 11 different members or “Appointing Authorities.” The Appointing Authorities are:

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

At the close of 2017, the UPS had 3,025 employees (2,371 classified and 654 exempt) which are distributed into more than 600 job classifications. See Appendix 1 on page 23 for further details.
Our vision, mission and core values provide the foundation for the development of the priority areas.

**Vision**
To position Pinellas County Government as a top-choice employer in the Tampa Bay region.

**Mission**
Cultivate a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County.

**Values**
Earn a reputation as a trusted solution partner through every interaction by demonstrating:

**Credibility**
- Demonstrate integrity
- Maintain confidentiality
- Share expertise in HR laws, practices and industry trends
- Own mistakes and make things right

**Fairness**
- Apply rules and policies fairly
- Serve as an honest broker

**Respect**
- Serve with a professional approach
- Communicate by listening first and responding with empathy

**Service**
- Keep commitments and meet deadlines
- Respond in a timely manner
- Work toward effective solutions
Pinellas County Human Resources began this strategic planning process in 2016 after the appointment of Holly Schoenherr, Ph.D. as the Human Resources Director.

The first six months were spent assessing the environment. As is typical in a SWOT analysis, the Strengths, Weaknesses, Opportunities and Threats were evaluated. This is an ongoing process for thinking strategically, not a “one and done” concept.

In the calendar year 2017, all Human Resources employees participated in a collaborative processes to establish the Vision, Mission and Values of the department. Input from all stakeholders was used to inform the collective effort, in order to create a firm foundation upon which to build the plan.

As Human Resources staff was formulating the body of the plan, more extensive work went into articulating and living the organizational values. HR’s strategic planning has included addressing the perspectives of all HR employees so that they can better meet the needs of the organization. The importance of “walking the talk” in order to create organizational trust, has been a focal point for building a solid platform leading up to the kick-off for the Human Resources Strategic Plan. Shoring up day-to-day services, as well as emphasizing key strategic areas in all COEs has become a focus for each staff member.

The HR organization was aligned through establishing Centers of Excellence, and in positioning them effectively for synergy in carrying out actions to meet the overall organizational priorities.

After additional feedback was received through the UPS-wide 2017 Employee Voice Survey, face-to-face meetings, focus group feedback, and the HR Director’s performance review in 2018, the final HR Strategic Plan took shape to bridge the distance between the current state and the overall vision for Pinellas County Human Resources and service to its customers.

In the fall of 2017, Strategic Focus Areas were established collectively among HR staff in large group settings. At the start, subgroups were formed for each of the four priority areas (diverse, talented, engaged, prepared to serve) to establish Strategic Focus Areas (i.e. goals), Initiatives (i.e. strategies), and Performance Indicators (i.e. measures) for the 2018-2020 HR Strategic Plan. Performance Indicators have been selected to measure progress toward Strategic Focus Areas over the next three years.

The plan was finalized in May 2018. Performance indicators will be reported as part of the annual report (with quarterly reports). Adjustments to the plan will be made accordingly, in response performance indicators and stakeholder feedback.
## Strategic Focus Areas

### 1. Diverse Workforce: *Diverse and Inclusive Culture*

- Foster a diverse and inclusive culture to attract and retain a quality workforce

#### Initiatives

- **1:1** Facilitate diversity in recruitment, retention and promotional opportunities
- **1:2** Integrate inclusion into all HR policies and practices
- **1:3** Promote the benefits of a diverse and inclusive culture

### 2. Talented Workforce: *Learning Culture; Innovation and Creativity*

- Cultivate a talented workforce equipped for and invested in making a difference in our community

#### Initiatives

- **2:1** Attract and hire a diverse, talented and engaged workforce
- **2:2** Develop a diverse, talented and engaged workforce to meet the needs of our citizens/customers

### 3. Engaged Workforce: *Positive and Engaging Work Environment*

- Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best, and feel valued

#### Initiatives

- **3:1** Foster an environment where employees and volunteers feel valued
- **3:2** Encourage employees to seek opportunities for continuous improvement
- **3:3** Cultivate an atmosphere in HR that embraces open communication and generates trust

### 4. Prepared to Effectively Serve: *Service Excellence; Health and Wellness*

- Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services

#### Initiatives

- **4:1** Cultivate employee success and well-being by implementing an effective employee lifecycle experience (from hire through retire)
- **4:2** Deliver effective and efficient customer experiences by awareness and understanding of the needs of our citizens and partners
- **4:3** Provide valuable communications for greater transparency and consistency
The Strategic Focus Areas (SFAs) will remain consistent throughout the three-year plan. Annually, the Initiatives will be revisited to determine the best way to meet the priorities of the plan. An annual report will be produced to provide an update on the progress of the plan, with indicators signifying movement in measurable areas.

All of the initiatives furthering the strategic focus areas are integrated into the foundational responsibilities for the Centers of Excellence under Appendix 2, page 25. The primary responsibility for each initiative is indicated in parenthesis:

- **C** - Communications and Outreach
- **HRIS** - Human Resources Information Systems and Records Administration
- **LT** - Leadership Team
- **OTD** - Organizational and Talent Development
- **PP** - Planning and Performance
- **TR** - Total Rewards
- **WS** - Workforce Strategy

### 1. Diverse Workforce: Diverse and Inclusive Culture

*Foster a diverse and inclusive culture to attract and retain a quality workforce*

#### 1:1 Facilitate diversity in recruitment, retention and promotional opportunities

- (a) Capture and review diversity analytics, partnering with the Office of Human Rights (PP)
- (b) Increase community outreach in targeted demographic areas (WS)
- (c) Increase multicultural print and social media presence and break through language barriers (WS) (C)
- (d) Attract diverse applicants through varied advertising efforts (WS)
- (e) Form diversity advocates throughout the UPS, form and support Diversity and Inclusion Work Group; provide development to the group (OTD)

#### 1:1

- The effectiveness of rewards and recognition (establish baseline) (C)
- Number of overall days positions were vacant due to each part of hiring process (establish baseline) (WS)
- Retention of new hires within the first year (WS)
1. Diverse Workforce: Diverse and Inclusive Culture - continued

Foster a diverse and inclusive culture to attract and retain a quality workforce

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Indicators</th>
</tr>
</thead>
</table>
| **1:2 Integrate inclusion into all HR policies and practices** | ▪ Disciplinary actions impacting positive change of behavior - respondent percent (PP)  
▪ Grievances resulting in resolution - respondent percent (PP)  
▪ Investigations resulting in resolution - respondent percent (PP)  
▪ Exit interviews complete - percent of number exiting (PP)  
▪ Retention of new hires within the first year - 75% (WS)  
▪ Policy review completed (PP)  
▪ HR process map completed - percent (All)  
▪ HR Leadership Team 360 feedback completed and integrated into performance goals (LT)  
▪ Develop HR employees for knowledge needs of the department - percent (LT)  
▪ All learning and development opportunities - attendees able to apply learning in work setting (LT) |

(a) Form an HR policy review committee from HR staff representing all COEs to evaluate HR policies on a bi-annual and needed change basis (PP)  
(b) Review HR policies and practices and revise for alignment with diversity initiatives (PP)  
(c) Develop HR staff in emotional intelligence and cultural competence (OTD)  
(d) Improve exit interview process to capture information before the employee leaves the organization, analyzing data for trends; share with Appointing Authorities and encourage involvement in process throughout UPS (PP)
1. Diverse Workforce: Diverse and Inclusive Culture - continued

Foster a diverse and inclusive culture to attract and retain a quality workforce

1:3 Promote the benefits of a diverse and inclusive culture

(a) Educate Appointing Authorities and managers about the importance of integrating inclusion into practices for recruitment, retention and promotional opportunities (WS) (OTD)
(b) Consult with hiring managers on hiring and promotion practices (WS)
(c) Integrate cultural competence into all training programs (OTD)
(d) Leverage Business Partner relationships for promoting cultural competence (PP)
(e) Work with managers to facilitate welcoming and inclusive work environments (OTD) (PP)

1:3
- Retention of new hires within the first year - percent (WS)
2. Talented Workforce: Learning Culture; Innovation and Creativity
Cultivate a talented workforce equipped for and invested in making a difference in our community

2:1 Attract and hire a diverse, talented and engaged workforce

(a) Provide a user-friendly applicant experience (WS)
(b) Provide an appealing and easy to navigate hiring process (WS) (C)
(c) Collaborate with managers and applicants to clarify and improve hiring process (WS)

Indicators

- Number of overall days positions were vacant due to each part of hiring process (WS)
- Retention of new hires within the first year - percent (WS)
- Successful recruitments – percent satisfactory (WS)
- Percent UPS employees satisfied with total compensation - percent (TR)
- Wellness Program participation by active employee/spouse - number (TR)
2. Talented Workforce: Learning Culture; Innovation and Creativity - continued

Cultivate a talented workforce equipped for and invested in making a difference in our community

2:2 Develop a diverse, talented and engaged workforce to meet the needs of our citizens/customers

(a) Develop Individual Development Plans for all HR employees; assure competencies are aligned with overall Strategic Plan (OTD) (PP)
(b) Assess upcoming vacancies in consultation with hiring managers UPS-wide for succession planning (OTD) (PP)
(c) Promote tuition reimbursement benefits (OTD) (C)
(d) Enhance talent coaching and mentoring (OTD) (PP)
(e) Update current onboarding program to promote professional development foundation (OTD)
(f) Integrate and measure application of learning from classes into work groups (OTD)

2:2

- Effectiveness of rewards and recognition (C)
- Disciplinary actions impacting positive change of behavior – percent of respondent (PP)
- Grievances resulting in resolution - respondent percent (PP)
- Investigations resulting in solution - respondent percent (PP)
- Exit interviews completed - percent of number exiting (PP)
- Retention of new hires within the first year - percent (WS)
- Internal promotions / open positions - percent (WS)
- In the last quarter, someone had a conversation with me about performance – HR/PC (All)
- Individual Development Plans (IDPs) established for HR employees - percent (All)
- HR core competencies established and utilized for performance management (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- HR employee development for knowledge needs - percent (LT)
- All training opportunities – attendees able to apply learning in work setting (LT)
3. Engaged Workforce: Positive and Engaging Work Environment

*Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best and feel valued*

### 3:1 Foster an environment where employees and volunteers feel valued

- **(a)** Assist Appointing Authorities throughout the UPS to identify areas to maximize employee engagement (PP)
- **(b)** Improve role clarification and expectations within HR and offer consultation to UPS organization through HR business partners (PP)
- **(c)** Develop supervisors/managers on fair and consistent leadership practices in effective feedback and recognition (OTD)
- **(d)** Reward and recognize employees and volunteers throughout UPS (C)
- **(e)** Maintain guidelines for competitive and fair total compensation to advance market competitiveness (TR)
- **(f)** Revitalize employee suggestion awards program (C)

### Indicators

- Effectiveness of rewards and recognition (C)
- Internal promotions / open positions - percent (WS)
- Number of hours served by volunteers (C)
- Number of hours served by interns / externs (C)
- Percent UPS employees satisfied with total compensation (TR)
- Wellness Program participation (active employee/spouse) (TR)
- IDPs established for HR employees - percent (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
3:2 Encourage employees to seek opportunities for continuous improvement

(a) Continue to enhance quality choices for employee and retiree benefits (TR)
(b) Integrate principles of employee engagement into onboarding process (OTD)
(c) Develop workplace scheduling flexibility toolkit (PP)
(d) Partner throughout UPS to provide resources for improvement of employee engagement (PP)
(e) Assess and address recommendations from compensation study to provide competitive and fair total compensation (TR)

3:2
- Disciplinary actions impacting positive change of behavior – percent of respondents (PP)
- Grievances resulting in resolution - percent of respondents (PP)
- Investigations resulting in solution - percent in respondents (PP)
- Exit interviews completed - percent of number exiting (PP)
- Number of overall days positions were vacant due to each part of hiring process (WS)
- Re-recruitsments for same position – number (WS)
- Health benefits payments per employee (employer paid health and dental) (TR)
- UPS employees satisfied with total compensation - percent (TR)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- HR core competencies established and utilized for performance management (All)
- HR employee development for knowledge needs - percent (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
### 3. Engaged Workforce: Positive and Engaging Work Environment - continued

**Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best and feel valued.**

#### 3:3 Cultivate an atmosphere in HR that embraces open communication and generates trust

<table>
<thead>
<tr>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a) Ensure anonymity and confidentiality throughout HR (PP)</td>
</tr>
<tr>
<td>(b) Develop bi-annual HR process review for improvement and alignment (All)</td>
</tr>
<tr>
<td>(c) Develop and evaluate communications methods for effectiveness using appropriate channels for the audience, and messaging (C)</td>
</tr>
</tbody>
</table>

#### 3:3 Effectiveness of rewards and recognition (C)

- Disciplinary actions impacting positive change of behavior – percent of respondents (PP)
- Grievances resulting in resolution - percent of respondents (PP)
- Investigations resulting in solution - percent in respondents (PP)
- Exit interviews completed - percent of number exiting (PP)
- Number of overall days positions were vacant due to each part of hiring process (WS)

#### 3:3 Indicators

- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- HR process map timeline completed - percent (All)
- HR core competencies established and utilized for performance management (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals
- Develop HR employees for knowledge needs of department - percent (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
- HR budget performance - within forecast (All)
- Contract renewals within timelines - percent (All)
- Annual evaluation of contracts (All)
- Analytics created to capture indicators (All)
4. Prepared to Effectively Serve: Service Excellence; Health and Wellness
Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services

4:1 Cultivate employee success and well being by implementing an effective employee life cycle experience (from hire through retire)

(a) Provide user-friendly processes consistently keeping our customers in mind throughout HR (All)
(b) Process map to evaluate and create seamlessness between COEs (All) (PP)
(c) Support proactive wellness initiatives to encourage overall health of employees (TR)
(d) Provide overall system of learning including multiple methods in formal training and everyday learning (OTD)
(e) Enhance education and communication of benefits available to employees and retirees (TR) (C)
(f) Create understanding of needed competencies for all positions in HR, and provide consultation for the same for the UPS organization through HR business partner interactions and learning opportunities (PP)

4:1
- Effectiveness of rewards and recognition (C)
- Disciplinary actions impacting positive change of behavior – percent of respondents (PP)
- Grievances resulting in resolution - percent of respondents (PP)
- Investigations resulting in solution - percent in respondents (PP)
- Exit interviews completed - percent of number exiting (PP)
- Number of overall days positions were vacant due to each part of hiring process (WS)
- Retention of new hires within the first year - percent (WS)
- Internal promotions /open positions - percent (WS)
- Health benefits payments per employee (employer paid health and dental) (TR)
- Percent UPS employees satisfied with total compensation (TR)
- Wellness Program participation (active employee/spouse) (TR)
- Policy review timeline completed - percent (All)
- IDPs established for HR employees - percent (All)
- HR process map timeline completed -percent (All)
- HR core competencies established and utilized for performance management (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- Develop HR employees for knowledge needs of department - percent (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
4. Prepared to Effectively Serve: Service Excellence; Health and Wellness - continued

Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services

4:2 Deliver effective and efficient customer experiences by awareness and understanding of the needs of our citizens and partners

(a) Be actively attentive to our customers’ needs, establishing and adhering to efficient response times for service delivery expectations (All)
(b) Support ongoing relevant development of HR staff, remain expert in our profession, and tuned in to the changing landscape (All)
(c) Respond empathetically to customer needs and develop solutions in partnership (All)
(d) Develop and support a service philosophy of work for HR employees (LT)
(e) Create and capture analytics to help provide exceptional service to our customers (HRIS)

4:2
- Number of overall days positions were vacant due to each part of hiring process (WS)
- Re-recruitments for same position – number (WS)
- Number of hours served by volunteers (C)
- Number of hours served by interns /externs (C)
- HRIS information accuracy - percent (HRIS)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- Customer response time – initial response
- HR process map timeline completed - percent (All)
- HR core competencies established and utilized for performance management (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- Develop HR employees for knowledge needs of department- percent (LT)
- HR budget performance - within forecast (All)
- Contract renewals within timelines - percent (All)
- Annual evaluation of contracts (All)
- Analytics created to capture indicators (All)
4. Prepared to Effectively Serve: Service Excellence; Health and Wellness - continued

Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services

### 4:3 Provide valuable communications for greater transparency and consistency

- **(a)** Establish feedback mechanisms for all HR procedures and practices, to foster effective and consistent dialogue with partners and customers (C)
- **(b)** Use active listening to understand customer needs and priorities (All)
- **(c)** Evaluate and enhance effective internal and external communications using appropriate channels geared for the audience and messages (C)

### Indicators

- HRIS information accuracy - percent (HRIS)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- Policy review timeline completed - percent (All)
- HR budget performance - within forecast (All)
- Contract renewals within timelines - percent (All)
- Annual evaluation of contracts (All)
- Analytics created to capture indicators (All)
## Strategic Focus Areas - Performance Indicators

<table>
<thead>
<tr>
<th>Strategic Planning Indicator</th>
<th>2018 Goal</th>
<th>2018 Actual</th>
<th>2019 Goal</th>
<th>2020 Goal</th>
<th>Trend-Prior</th>
<th>Initiative Targeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>Effectiveness of rewards and recognition</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>1:1; 2:2; 3:1; 3:3; 4:1</td>
</tr>
<tr>
<td>OTD</td>
<td>All learning and development opportunities – attendees able to apply learning in work setting</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:1; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>PP</td>
<td>Disciplinary actions impacting positive change of behavior – percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>PP</td>
<td>Grievances resulting in resolution - percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>PP</td>
<td>Investigations resulting in solution - percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>PP</td>
<td>Exit interviews completed - percent of number exiting</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>WS</td>
<td>Number of overall days positions were vacant due to each part of hiring process</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>1:1; 2:1; 3:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>WS</td>
<td>Retention of new hires within the first year - percent</td>
<td>75 percent</td>
<td>80 percent</td>
<td>85 percent</td>
<td></td>
<td>1:1; 1:2; 1:3; 2:1; 2:2; 3:1; 4:1</td>
</tr>
<tr>
<td>WS</td>
<td>Successful recruitments – percent satisfactory</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>2:1; 3:2; 4:2</td>
</tr>
<tr>
<td>WS</td>
<td>Internal promotions /open positions - percent promoted</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:1; 4:1</td>
</tr>
<tr>
<td>C</td>
<td>Number of hours served by volunteers</td>
<td>230,000</td>
<td></td>
<td></td>
<td>increase</td>
<td>3:1; 4:2</td>
</tr>
<tr>
<td>C</td>
<td>Number of hours served by interns /externs</td>
<td>4,500</td>
<td></td>
<td></td>
<td>increase</td>
<td>3:1; 4:2</td>
</tr>
<tr>
<td>HRIS</td>
<td>HRIS information accuracy - percent</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>4:2; 4:3</td>
</tr>
<tr>
<td>TR</td>
<td>Health benefits payments per employee (employer paid health and dental)</td>
<td>$20,020</td>
<td>$21,620</td>
<td></td>
<td>increase</td>
<td>3:2; 4:1</td>
</tr>
<tr>
<td>TR</td>
<td>Percent UPS employees satisfied with total compensation</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td>2:1; 3:1; 3:2; 4:1</td>
</tr>
<tr>
<td>TR</td>
<td>Wellness Program participation (active employee/spouse) - number of attendees</td>
<td>5,500</td>
<td></td>
<td></td>
<td>increase</td>
<td>2:1; 3:1; 3:2; 4:1</td>
</tr>
</tbody>
</table>

**C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy**
<table>
<thead>
<tr>
<th>Strategic Planning Indicator</th>
<th>2018 Goal</th>
<th>2018 Actual</th>
<th>2019 Goal</th>
<th>2020 Goal</th>
<th>Trend-Prior</th>
<th>Initiative Targeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Annual HR Employee Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:2; 3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All Customer response time – initial response</td>
<td>1 bus. day</td>
<td>1 bus. day</td>
<td>1 bus. day</td>
<td>decrease</td>
<td></td>
<td>4:2</td>
</tr>
<tr>
<td>All Policy review completed - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 4:1; 4:3</td>
</tr>
<tr>
<td>All IDPs established for HR employees - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:1; 4:1</td>
</tr>
<tr>
<td>All HR process map timeline completed - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>All HR core competencies established and utilized for performance management</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>LT HR Leadership Team 360 feedback completed and integrated into performance goals</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:1; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>LT Develop HR employees for knowledge needs in department - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>All HR budget performance - within forecast</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All Contract renewals within timelines - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All Annual evaluation of contracts</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All Analytics created to capture indicators</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
</tbody>
</table>

C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy
We will reinforce strategic priorities in Human Resources toward our mission of cultivating a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County by earning a trusted reputation. This means continual assessment of current processes across the department, and consistently evaluating how we can best meet changing needs of our existing and future stakeholders.

The Human Resources Strategic Plan will allow us to measure progress towards Strategic Focus Areas while developing a clearer line of sight for each HR employee towards the overall vision, so that we can make informed decisions each day that make the best use of resources.

As Human Resources thinks more holistically about addressing areas of opportunity in the UPS organization, the approach will leverage synergy between the HR Centers of Excellence. Assessing for the competencies needed for each role in the organization at hiring, as well as developing existing employees in HR, will be a focus for all stages of employment.

Developing future leaders capable of meeting the succession needs is more critical now than ever before. Human Resources will be implementing strategies through all the Centers of Excellence to help HR recognize areas where

- knowledge sharing,
- developing future-focused competencies,
- assessing vacancies for role redefinition before hiring, and
- aligning organizational decision-making with business priorities

will help us and the larger organization prepare for the future.

All Human Resources employees will be a part of forming a customer-focused relationship with Appointing Authorities.

Human Resources employees will learn to keep the focus on strategic goals, as well as ways to measure progress toward these goals. Painting the picture of how each employee’s role fits in with the overall organizational plan will be a part of the communication process for all Human Resources activities. Collaboration begins with recognizing who should be at the table, then integrating involvement and feedback throughout the processes to make sure we stay on course and satisfy stakeholders. The framework for this approach will be put in place through the implementation of this 2018-2020 Strategic Plan.
Appendix 1: The Unified Personnel System (UPS)

Unified Personnel System (UPS)

Pinellas County’s Unified Personnel System was established in 1975 by a special act of the Florida Legislature. The Unified Personnel System is composed of 11 different members or “Appointing Authorities.” The Appointing Authorities are Business Technology Services, the Clerk of the Circuit Court and Comptroller, the Construction Licensing Board, the County Administrator, the County Attorney, Forward Pinellas, Human Resources, Human Rights, the Property Appraiser, the Supervisor of Elections, and the Tax Collector.

At the end of 2017, the UPS had 3,025 employees (2,371 classified and 654 exempt) which were distributed into more than 600 job classifications.

Unified Personnel System Act

Enacted by the Florida Legislature, the UPS Act established the Classified and Exempt Services, a seven member Personnel Board, a Personnel (Human Resources) Department, and prescribed terms and conditions of operation. The act’s purpose is to provide equal employment opportunities to qualified applicants for public service jobs and to promote efficiency and economy in public service. Some of the act’s objectives and effects were:

- Elimination of discrepancies in hiring practices, benefits, discipline, pay scales, etc.
- Providing one centralized location for County job applicants
- Ensuring that merit principles are followed for appointments, retention, pay, promotions, etc.

Merit System Principles

The UPS philosophy is based on merit system principles. These principles are the public’s expectations of a system that is efficient, effective, fair, open to all, free from political interference, and staffed by honest and competent employees. Section 2301, Title 5, U.S. Code, applies only to federal agencies and not Pinellas County. However, it effectively outlines what merit system principles are.

To paraphrase:

- Recruiting qualified individuals from all segments of society and selecting and advancing employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
- Treating employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.
- Providing equal pay for equal work and recognizing excellent performance.
- Maintaining high standards of integrity, conduct, and concern for the public interest.
- Managing the work force efficiently and effectively.
- Rewarding, retaining, and separating employees on the basis of their performance.
- Educating and developing employees when it will result in better organizational or individual performance.
- Protecting employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.
- Protecting employees against reprisal for the lawful disclosure of information that uncovers illegal and/or wasteful activities.
Appendix 1: The Unified Personnel System (UPS) - continued

Personnel Board
The seven members of the Personnel Board each serve a two-year term. Two of the board members are appointed by the Board of County Commissioners, two by the Constitutional Officers, two by the Employees’ Advisory Council, and the seventh by the other six board members. The Director of Human Resources is appointed by and serves at the discretion of the Board. Personnel Board members have numerous responsibilities including:

- Approving Personnel Rules, pay plan adjustments, reclassification of positions and pay grade changes in accordance with the legislative act
- Requiring observance of the provisions of the act and its resulting rules and regulations
- Hearing and determining appeals and complaints concerning the administration of the act.

Employees’ Advisory Council (EAC)
The Unified Personnel System Act also officially sanctioned the Employees’ Advisory Council. Representing classified employees, the EAC serves in an advisory capacity to the Personnel Board concerning personnel matters, policies, rules and regulations. Its mission is to “continually improve employees’ quality of work life.” The EAC currently consists of 15 elected representatives allocated to the various Appointing Authorities. The EAC structure includes delegates at every worksite throughout the County. These delegates serve as an up-and-down communication link between employees at their work locations and the Council’s representatives.

Personnel Rules
The Personnel Rules prescribe employment policies and practices that all Appointing Authorities in the Unified Personnel System must follow. Each of these rules was established by approval of the Personnel Board and can only be modified with the board’s approval. The Appointing Authorities possess the authority to establish departmental rules and regulations concerning the conduct of their employees in addition to any such rules and regulations established by the Personnel Board.
Appendix 2: Human Resources Centers of Excellence

Human Resource’s structure evolves to meet the service needs of our customers. Each of our Centers of Excellence (COE) contributes to all of the aspects of the Human Resources mission. Service excellence is the hallmark of all our strategies, programs and day-to-day operations. We believe in listening and being receptive, in honoring our partners’, customers’, and coworkers’ experiences, and continually preparing employees and the organization as a whole to contribute to the greater good.

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

- Communications and Outreach
- HRIS (Human Resources Information System) and Records Administration
- Organizational and Talent Development
- Planning and Performance
- Total Rewards
- Workforce Strategy

Administration

Provides guidance and manages rules and policies, the department budget, and public records requests, provides Personnel Board support, grievance administration, and purchasing.

Communications and Outreach

Communications provides internal and external messaging and communication including: the HR website, presentations, high-level recruitment materials, Employees’ Advisory Council communications, photography, the HR Annual Report, employee surveys, The Pen and other employee and retiree newsletters, email blasts, videos, the Suggestion Awards Program, and the Colors of Pinellas Art Show.

Volunteer Services

This team establishes and maintains consistent county-wide administrative and operational policies and procedures which promote the use of volunteers and interns. They help departments develop volunteer and intern positions and projects and provide volunteer recruitment—individuals and groups—application processing and background checks as well as the Volunteer Voice newsletter and volunteer recognition.

HRIS and Records Administration

HRIS provides support to Unified Personnel System (UPS) staff in the processing of personnel actions via the Oracle Project Unified Solution (OPUS) system. The team maintains all documentation related to personnel actions throughout an individual’s employment with the Pinellas County UPS. Included are the review and processing of appointments, change and termination (ACT) documents, maintaining personnel and performance management records including the employment Eligibility Verification form I-9, and issuing identification badges. HRIS also compiles and provides metrics and performs background checks.

Organizational and Talent Development

The OTD team provides leadership and staff development, organizational development, assessments, course design, and group facilitation. They oversee the tuition reimbursement program and a resource library. The team provides technical and soft skills classes. Learning settings include instructor-led and online e-learning. OTD liaises with the Pinellas County Training Consortium.
**Total Rewards**

Human Resources bases its County pay plan and employee compensation philosophies on total compensation. These decisions take into account not only a position’s salary range, but also the value of benefits provided. Total compensation consists of salary, leave earned, insurance paid by the County (health, dental, life, short-term and long-term disability), and retirement plan (majority paid for by Pinellas County). This practice helps ensure that Human Resources abides by merit system principles in hiring and retaining employees, and that UPS employees are fairly and competitively compensated.

**Benefits**

The team manages benefits programs for active employees, retirees and families, including health insurance, dental insurance, vision insurance, disability (short-term and long-term) insurance, life insurance, COBRA, the Employee Assistance Program (EAP) and mental health, prescription coverage, retirement, deferred compensation, Flexible Savings Account and Health Savings Account programs, employee discounts, and FMLA compliance. The team also performs health plan budgeting, benefits communications, manage open enrollment, manages vendor relations, and assists employees and retirees during their life events.

**Classification and Compensation**

The team performs salary surveys and position audits, determine class specifications, pay structure, and ad hoc market pricing for new and existing classifications; they analyze promotional increases, special merit increases, equity adjustments, pay reductions, and compliance; perform annual market studies, position control changes, research studies, and maintain the Pay and Classification Plan.

**Wellness Program**

This program is designed to create a culture of health and well-being in which our employees and their families can improve and/or maintain their overall health. The team works to provide exercise facilities and classes, educational programs, the wellness incentive program, physical fitness and nutrition challenges, on-site health screenings, gym discounts, health screenings, and the *To Your Health* newsletter.

**Planning and Performance**

Planning and Performance are Business Partners and strategic planning for HR. The team oversees the employee relations function. They provide consultation and counseling to employees regarding career development, conflict resolution, work group intervention, discipline, grievances, interpretation of rules and policies, and performance management. The team performs investigations and research and data trend analysis, facilitates focus groups, monitors unemployment compensation, performs exit interviews, and is the liaison to the Employees’ Advisory Council.

**Workforce Strategy**

**Employment**

The team works to attract and acquire candidates to meet current and future needs for employment with Pinellas County. They manage job applications, transfers, recruitment of qualified job applicants, temporary employment services, and employment counseling. They provide talent acquisition via marketing flyers, job descriptions, social media strategies, metrics, provide a talent pipeline, and branding.
“All successful people men and women are big dreamers. They imagine what their future could be, ideal in every respect, and then they work every day toward their distant vision, that goal or purpose.”

Brian Tracy

The Pinellas County Human Resources 2018-2021 Strategic Plan was a collaborative endeavor, involving many Pinellas County employees. A special thank you is owed the leaders and members of the HR staff who formed Strategic Planning Focus Areas and used key input from numerous stakeholders across the County throughout the planning process. We would like to acknowledge and thank all contributors for their hard work and commitment to completing this plan, and more importantly, to fulfilling the mission and realizing the vision of the organization.

Pinellas County Human Resources Administration
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➤ Leadership Development
➤ Tuition Reimbursement
➤ Customized Organization Development

➤ Platforms for Engagement

➤ Preparing Supervisors
➤ Flexible and Accessible “Always On” Learning
➤ Employee Well-Being
➤ Enhanced Communication
Vision
To position Pinellas County Government as a top-choice employer in the Tampa Bay region

Mission Statement
Cultivate a diverse, talented, and engaged workforce prepared to effectively serve the citizens of Pinellas County

Values
Earn a reputation as a trusted solution partner through every interaction by demonstrating:

- Credibility
  - Demonstrate integrity
  - Maintain confidentiality
  - Share expertise in HR laws, practices and industry trends
  - Own mistakes and make things right

- Fairness
  - Apply rules and policies fairly
  - Serve as an honest broker

- Respect
  - Serve with a professional approach
  - Communicate by listening first and responding with empathy

- Service
  - Keep commitments and meet deadlines
  - Respond in a timely manner
  - Work toward effective solutions
Government Structure

Pinellas County is a Charter County of the State of Florida providing a full range of government services. Municipal services are provided to the unincorporated areas of the County within the Municipal Services Taxing District.

The Board of County Commissioners is the legislative body for Pinellas County Government. Three Commissioners are elected at large but live in specific districts; four Commissioners are elected from single-member districts.

The Constitutional Officers of the County are the Clerk of the Circuit Court and Comptroller, the Property Appraiser, the Sheriff, the Supervisor of Elections and the Tax Collector.

The Unified Personnel System

Pinellas County’s Unified Personnel System (UPS) was established in 1975 by a special act of the Florida Legislature. The Unified Personnel System is composed of 10 different members or “Appointing Authorities.”

The Appointing Authorities are:

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

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

The Unified Personnel Board

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

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

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

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

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

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

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

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

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

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

**Administration** provides guidance and manages rules and policies, the department budget, and public records requests; provides Personnel Board support, grievance administration, and purchasing.

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

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

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

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

More than lip service...

Cultivating a truly diverse and inclusive workforce requires ensuring an environment where alternative perspectives can be respectfully shared and considered. In 2018, the Human Resources team invested time in learning about behavioral competencies that are important to bring our Strategic Plan to life … change and growth. One of those competencies is giving and receiving critical feedback, which is essential for a culture of accountability and continuous improvement. Fostering “healthy conflict” requires creating safe spaces where individuals trust that they can share an unpopular or unconventional perspective without negative repercussions.

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

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

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

As you review our accomplishments for the year, I ask that you keep in mind the level of change, development, and growth that has taken place within Human Resources and across the County to bring these efforts to fruition and move us along our vision to position Pinellas County Government as a top-choice employer in the Tampa Bay region.
<table>
<thead>
<tr>
<th>Strategic Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Diverse Workforce:</strong></td>
</tr>
<tr>
<td><strong>Diverse and Inclusive Culture</strong></td>
</tr>
<tr>
<td>Foster a diverse and inclusive culture to attract and retain a quality workforce</td>
</tr>
<tr>
<td>Diversity encompasses similarities and differences between individuals, accounting for all aspects of one’s personality and individual identity.</td>
</tr>
<tr>
<td>Inclusion involves each person in an organization so that they feel welcomed, respected, supported and valued as a team member.</td>
</tr>
<tr>
<td>While diversity provides the potential for greater innovation and creativity, inclusion enables organizations to realize the business benefits of this potential.</td>
</tr>
<tr>
<td><strong>2. Talented Workforce:</strong></td>
</tr>
<tr>
<td><strong>Learning Culture; Innovation and Creativity</strong></td>
</tr>
<tr>
<td>Cultivate a talented workforce equipped for and invested in making a difference in our community</td>
</tr>
<tr>
<td>Building a learning culture provides a community of workers the opportunity to thrive with a growth mindset. Organizational partnerships thrive when feedback is welcomed in all directions (up, down and across) to create improvement and diminish barriers for efficiencies and effectiveness.</td>
</tr>
<tr>
<td><strong>3. Engaged Workforce:</strong></td>
</tr>
<tr>
<td><strong>Positive and Engaging Work Environment</strong></td>
</tr>
<tr>
<td>Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best, and feel valued</td>
</tr>
<tr>
<td>Engaged employees have pride in their organization and its mission and are deeply committed to its success. The positive engaged environment focuses on every stage of the employee lifecycle, from attraction, to hiring, to retaining, to promoting, to retirement.</td>
</tr>
<tr>
<td><strong>4. Prepared to Effectively Serve:</strong></td>
</tr>
<tr>
<td><strong>Service Excellence; Health and Wellness</strong></td>
</tr>
<tr>
<td>Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services</td>
</tr>
<tr>
<td>Preparation from a holistic perspective involves emotional, mental, and physical preparation, with programs, processes, and resources to support all aspects of health and well-being.</td>
</tr>
<tr>
<td>Preparation for service involves individual, workgroup, departmental and organizational alignment towards the common overall mission and strategic priorities while demonstrating core values in everyday practice.</td>
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</tbody>
</table>
Strategic Focus Area 1: Foster a diverse and inclusive culture to attract and retain a quality workforce.

Workforce Connections

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

Hard to fill positions

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

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

2018 recruitment

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

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

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

What we learned

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

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

Did you know …

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

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

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

An Inclusive Workplace

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

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

Four strategies for creating an inclusive environment are in progress:

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

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

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

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

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

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

Dustin Guinta
Office Specialist
Board of County Commissioners

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

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Dustin Guinta
Office Specialist
Board of County Commissioners
Leadership Development

One of HR’s commitments for 2018 was to introduce a new framework for leadership development. Research tells us that leadership programs are an effective way to engage employees, help ease the chain of succession and make employees feel more connected to the organization. Leadership learning can also help re-motivate, build relationships and give employees the knowledge to take on new roles or to solve old problems in new ways.

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

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

Anonymous, from course evaluation, Dealing with Difficult People

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

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

Did you know …

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

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

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

Customized Organization Development

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

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

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

Platforms for Engagement

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

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

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

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

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

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

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

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

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

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

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

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

Carmen Perez
Records Specialist 2
Criminal Court Records, Clerk of the Circuit Court and Comptroller

Did you know ...

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

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

Matthew Hill
Tree Trimmer 1
Stormwater and Vegetation Division, Public Works
Strategic Focus Area 4: Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services.

Preparing Supervisors

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

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

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

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

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

Flexible and Accessible “Always On” Learning

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

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

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

Employee Well-Being

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

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

Did you know …

- ... 2,160 employees were involved in professional development programs to help them build the right skills and competencies for success?
- ... 282 users participated in ULearnIT to access online learning and completed 341 videos, courses and resources in 678 hours, an increase of over 13%?
**Enhanced Communications**

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

**Listening and Evaluating**

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

**Enhancing Communication**

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

**Responsive Wellness Programming**

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

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

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

**Anonymous comment on confidential course evaluation**

We have participants reach us through email with comments and feedback. I would like to know what kind of topics you would like to see in future courses.

**Did you know ...**

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

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

Total Rewards - Classification & Compensation Study

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

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

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

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

◆ 43% or 1,031 classified employees received an increase in pay in September 2018.
◆ 82% of classified employees moved to a pay grade with a higher midpoint than their current pay grade.
◆ 523 employees requested a secondary review of their results.

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

Total Rewards - Benefits

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

Approximately 28% responded (854 employees).

Top Five Rated Benefits

- Paid time off – 98%
- The medical plan – 96%
- The dental plan – 92%
- The vision plan – 87%
- The prescription drug plan – 87%

It Pays to Work for Pinellas

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

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

Workforce Strategy

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

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

Information Systems and Records

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

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

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

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

Did you know ...

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

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

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

In 2018, Communications produced substantial collateral for several major campaigns including:
- Annual Enrollment
- Wellness Champion meetings (2)
- Wellness Series (2)
- Classification and Compensation Study
- Colors of Pinellas Employee Art Show
- Wellness incentives and challenges (11)

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

Planning and Performance

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

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

Organizational and Talent Development

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

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

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

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

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

**Prepared**
- Explore and identify ground-breaking wellness tools and programs
- Provide wellness and social wellness education that limits conflict and emotionally strained environments before they escalate
- Design a comprehensive communications plan for the online application rebrand
- Offer informational career ladder workshops
- Build/publish an HR terminology glossary
- Provide Benefits education throughout the year
- Host training-based workshops to address County needs to manage interns and volunteers
- Establish centralized contract/budget and administration process for HR
- Develop individual development plans for all HR staff
### DEMOGRAPHICS

#### UPS Staff Turnover Percentage

![Graph showing UPS Staff Turnover Percentage from 2010 to 2018](chart)

Beginning in 2018, the computations for turnover percentage changed which creates an upswing in the graph. If it was computed on the former equation, it would have shown a stable trend. It is important to look at 2018 as the baseline for future years.

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

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Asian</th>
<th>American Indian or Alaskan Native</th>
<th>Black</th>
<th>Hispanic or Latino</th>
<th>White</th>
<th>2 or More</th>
<th>Hawaiian or other Pacific Islander</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified</td>
<td>32</td>
<td>5</td>
<td>418</td>
<td>122</td>
<td>1,804</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Exempt</td>
<td>29</td>
<td>2</td>
<td>59</td>
<td>26</td>
<td>560</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>61</td>
<td>7</td>
<td>477</td>
<td>148</td>
<td>2,364</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Percentage of Total</td>
<td>2.0%</td>
<td>0.2%</td>
<td>15.6%</td>
<td>4.8%</td>
<td>77.1%</td>
<td>0.2%</td>
<td>0.1%</td>
</tr>
<tr>
<td>2010 Census</td>
<td>2.96%</td>
<td>.32%</td>
<td>10.34%</td>
<td>7.99%</td>
<td>82.14%</td>
<td>2.18</td>
<td>.09%</td>
</tr>
</tbody>
</table>

### Gender and Age

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

| Totals   | 1,565 | 1,502 | 3,067 |

| Average Age | 47.95 | 47.98 | 47.96 |

In 2017, the average age was 48.42.

---

Data as of 12/31/2018. Does not include elected officials.
The seven members of the Unified Personnel Board each serve a two-year term. Two of the board members are appointed by the Board of County Commissioners, two by Elected Officials, two by the Employees’ Advisory Council, and the seventh by the other six board members. The Director of Human Resources is appointed by and serves at the discretion of the Board.

Dr. Ricardo Davis, Chair  
Personnel Board  
Appointee

Ron Walker, Vice Chair  
Elected Officials  
Appointee

James Dates  
Board of County Commissioners  
Appointee

Keith C. Dekle  
Employees’ Advisory Council  
Appointee

Kenneth Peluso  
Board of County Commissioners  
Appointee

William A. Schulz II  
Employees’ Advisory Council  
Appointee

Joan M. Vecchioli  
Elected Officials  
Appointee

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

Ken Burke
Clerk of the Circuit Court & Comptroller

Barry Burton
County Administrator
Board of County Commissioners

Deborah Clark
Supervisor of Elections

Jeff Rohrs
Chief Information Officer
Business Technology Services

Holly Schoenherr
Director
Human Resources

Charles Thomas
Tax Collector

Mike Twitty
Property Appraiser

Paul Valenti
Director
Office of Human Rights

Jewel White
County Attorney
STRATEGIC FOCUS AREAS PERFORMANCE INDICATORS

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

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

* Overall satisfaction with Employee Relations’ response/handling of situations.