Call to Order
The EAC Delegate meeting was called to order at 8:07 a.m. by Chair Lisa Arispe.

Comments from Holly Schoenherr, Director of Human Resources
- Phase 1 of the Classification and Compensation Study felt rushed because of the time constraints so the Secondary review process has been slowed down to focus on quality over speed
- Phase 2 of the Classification and Compensation Study will be focusing on the Exempt positions. The process will be similar to Phase 1 with an original and secondary review process. Career Ladders will also be established for those positions that allow for Career Ladders [To clarify, the plan is not to establish additional career ladders but rather to introduce new methods to recognize career growth through pay increases.]
- Internal Equity will be looked at to minimize rank and range compression
  - Rank Compression is when the rate of pay between a Supervisor and their Direct are too close or the direct may even be making more than the Supervisor
  - Range Compression is when the employees are not spread out correctly throughout a pay range (skills, length of time, performance, etc.)

Guest Speaker
- Ken Burke, Clerk of the Circuit Court and Comptroller, was unable to attend the January 24, 2019 meeting and will instead come to the March 28, 2019 meeting

Committee Reports
- Advocates – The committee welcomed a new member.
- Merit Pay Committee - Going to move forward with plans to recommend a program similar to the previous Merit Pay Program – Will be making adjustments to make sure that the system is as successful as possible – Bill Berger attended the Merit Pay Committee meeting and stated that the Office of Management and Budget would be willing to verify our numbers

Open Discussion
- Question and answer session. The HR Director spoke on the resolution by the BCC to create a Benefits Committee which will be comprised of each of the Appointing Authorities, 2 members of the EAC and a representative from REPCO. The concerns primarily focused on the Evergreen Study and the effect on employees

Adjourned
The meeting adjourned at 9:40 a.m. for Delegates to meet with Representatives and cleanup.
Employees’ Advisory Council – Representative Meeting Minutes  
County Office Annex, Room 429, Clearwater, FL  
Wednesday, February 20, 2019, 3:20 p.m. – 4:30 p.m.

Prepared by Leena Delli Paoli

Call to Order  
The EAC Representative meeting was called to order at 3:20 p.m. by Chair Lisa Arispe.

Approval of Minutes

- The December 19, 2018 Representative meeting minutes were approved with a motion by Clare McGrane, seconded by Richard Carvale.
- The January 16, 2019 Representative meeting minutes were approved with a motion by Charles Toney, seconded by Bill Gorman.
- The January 24, 2019 Delegates meeting minutes were approved with a motion by Marion Nuraj, seconded by Charles Toney.
- The December 19, 2018 Merit Pay Committee minutes were approved with a motion by Charles Toney, seconded by Lisa Arispe.
- The January 16, 2019 Merit Pay Committee minutes were approved with a motion by Charles Toney, seconded by Bill Gorman.

Comments from Holly Schoenherr, Director of Human Resources

- The Classification and Compensation Study Secondary Review process is still underway. We are hopeful that we will have the results soon, however there is not a specific end date. All employees who submitted a request for a secondary review will receive their results at the same time.
- Part of Phase II of the Classification and Compensation Study will include looking at alternatives to career ladders. Phase II will not begin until after the secondary reviews are complete.
- Each of the EAC Representatives received the attached Memo regarding the results of the possible Sunshine Law Violation. It was determined that there was no violation.
- The Appointing Authorities Advance Retreat was successful. There was discussion of what the Appointing Authorities would like to see in a benefits committee. There was a slight change to the benefits committee, the committee will still include two EAC appointees; however it will be limited to not more than one EAC Representative due to Sunshine restrictions.
- Total Rewards Manager – The Application and Interview process was unsuccessful, and we were unable to find a suitable candidate. Instead of continuing the search, the responsibilities of this position are being distributed to other areas, and multiple level positions will be filled instead.
- We will look at scheduling the Appointing Authority and EAC Meeting for late April.

Comments from Carl Brody, Senior Assistant County Attorney

- Mr. Brody discussed the Sunshine Law with the EAC Reps
- The EAC is subject to the Sunshine Law and so the following applies:
Reasonable notice and minutes are required for all Sunshine Meetings and the meeting place must be open to the public.

- If you write a note and no one sees it is a personal note and not subject to the Sunshine Law.
- If you write a note and share it with other members it is a public record and subject to the Sunshine Law.
- Text messages on your private phone can be considered a public record if you discuss EAC business.
- Members must not discuss matters that might come before the EAC outside of a duly called EAC meeting.
- Reasonable notice and minutes are required for all Sunshine Meetings.

**Committee Reports**
- Advocates – No updates at this time.
- Legislative – The second meeting of the Local Council will be held on February 27, 2019 from 9:00 A.M. – 12:00 P.M. at John Hopkins in St Petersburg.
- Awards Committee – No updates at this time.
- Other - Merit Pay Committee – No updates at this time.

**Old Business**
- Goals for 2019 and the List of Delegate Concerns will be moved to the next meeting due to time constraints.

**New Business**
- The March 28, 2019 Delegate meeting will be moved to March 21, 2019 which was approved with a motion by Linda Cahill, seconded by Clare McGrane.
- Question was asked regarding an employee who comes back after a Break in Service caused by a reduction in force.
  - When an employee has a break in service caused by a reduction in force that lasts less than twelve (12) months then their years of service, leave and benefits continue from where they left off.
  - When an employee has a break in service caused by a reduction in force that lasts more than twelve (12) months their years of service, leave and benefits will start over with their new hire date.
  - This is not the same as with the Florida Retirement System (FRS) as that is over the employees lifetime and continues from where the employee left off regardless of the length of separation [For more information regarding FRS, see http://www.myfrs.com/]

**Adjourned**
Donna Beim made a motion to adjourn at 4:40 p.m., seconded by Richard Carvale.

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*EAC Representatives in attendance at this meeting.
Call to Order
The EAC Special Representative meeting to discuss the Human Resources Director’s performance review was called to order at 1:15 p.m. by Chair, Lisa Arispe.

New Business – Human Resources Director Performance Review
The Council was provided the performance review guidelines and the Performance Standards prior to the meeting as a method to uniformly provide input on the overall evaluation. Through discussion the Council rated [and voted on] the HR Director in each applicable area as outlined. Overall the Council commented as follows:

Leadership – It was noted that HR holds regular meetings and that the HR Director strives to successfully complete the HR Mission, Vision and Values. There were concerns regarding the turnover rate in HR, the lack of recognition on the EAC’s push for Merit Pay, the number of unanswered or repeat calls, and the money spent on the unfilled total rewards manager position.

Interpersonal – The Council appreciated that the HR Director chose to go with the lower level on the employee share of insurance increase as was requested. The Council also felt that the HR Director noticed that communication with employees was lacking and she has attempted to increase communication within the last six (6) months. There were concerns that when items are brought up they are brushed off or the response is along the lines of “this is what I chose, so this is what it is”.

Organization – It was noted that the HR Director appears to have a clear understanding of the Business acumen. When the HR Director makes a decision she brings numbers and facts to show how the decision was reached. There were concerns regarding the delays in response to requests and a perceived lack of interest in Merit Pay. There are still unanswered questions regarding the Evergreen Results; it is unclear if Appointing Authorities were given enough time to review the results for errors.

Benefits and Wellness – The Council feels that the benefits are good as a whole, and that HR did a good job of informing employees about annual enrollment. There were concerns that we do not have a Merit Pay system which encourages employees to perform at a higher standard.

Communication and Outreach – The Council felt that there are great opportunities throughout the county for training and wellness. Also the Suggestions Awards program was revamped which seems to have significantly increased the number of Employees who have participated in the program. There were concerns that the emails addressing the Classification & Compensation Study were lacking and questions were not answered in a timely manner.

HR Business Partners and Employee Relations – The EAC did not rate this area.
HR Info Systems and Records Administration – The Council felt that the update to the Taleo system was a necessary improvement and the changes seem to be helping.

Training and Development – The Council felt that there are many learning opportunities. The Learning Paths were a great addition to the already thriving program.

Workforce Strategy – The Council felt that even though it is not a positive for all employees, it is appreciated that pay increases are done at the midpoint as this is incredibly helpful for those employees who have not reached the midpoint. There were concerns that a Merit Pay System is not in place.

Adjourned
Richard Carvale made a motion to adjourn at 3:12 p.m., seconded by Ashley Skubal.

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*EAC Representatives in attendance at this meeting.
Performance, Pay, Behavior … and Other Tough Conversations

How does any individual reach their potential? Think about people who have been influential in your life. Did they only tell you what you wanted to hear?

Do any of the following scenarios sound familiar?

1. You have inherited a performance challenge with an employee that has been with the organization for years. Though prior supervisors and managers knew there were gaps in their technical skills and/or behavioral performance, no one documented this on performance evaluations. Everyone around the person is aware; therefore, morale suffers and others have a heavier workload because the work culture has adopted “work-arounds” instead of addressing the real issues.

2. Several staff members in the same classification are asking about where they are in the pay range.
   A. One person is at the midpoint or market rate. They are doing everything they should be doing to satisfy their job expectations.
   B. One person is newly hired, and was brought in to the organization 10% above minimum due to their qualifications, education or experience.
   C. One person was hired a year ago at minimum due to their qualification, education or experience.

3. As discussions about merit pay and changes related to the Classification & Compensation Study take place, there needs to be a clear understanding about who should communicate what, and the roles different entities in the organization should play in creating a strong foundation for partnership and service for the wellbeing of all employees.

In scenario one, the supervisor and management up the chain have to accept the responsibility of addressing the challenge today. If the “can is kicked down the road,” it will result in improper stewardship of our employee resources, the rumblings will tear down trust in the fairness of the work culture, and will result in an erosion of overall trust in leadership.

The higher performers will either speak with their feet by finding another job, or will become cynical and slow down performance.

In scenario two, Person A is being paid at the appropriate rate if they are satisfying job requirements and not going beyond. More quantity of work in the same classification does not justify an upward movement in job class or an adjustment in pay. Only if there is more breadth or depth to the work and/or decision making would it be considered a possible justification for extra pay or classification increase.

Person B and Person C should be coming in at different rates; and this should be explained openly and with confidence. All of us have a responsibility to understand the ‘whys’ and ‘hows’ of Human Resources processes and of Appointing Authority/department processes within each part of the organization. Supervisors may not be the experts, yet we should know where to find the answers and feel comfortable fielding general questions in leadership.

In scenario three, any difficulty in performance evaluations that are showing up now will be compounded if/when merit pay is added to the mix. Supervisors and managers must understand differentiation of performance based on competencies for technical skills, interpersonal skills and employee self-awareness. These are all part of performance.

If not executed properly, merit systems can become ‘flat raises’ because supervisors do not have the knowledge, skills, willingness and/or support for really differentiating performance based on measurable KSAs (knowledge, skills, abilities).

If employees do not hear honest feedback directly from their management hierarchy, then they will assume merit pay decisions are being imposed from outside, not by you.

Are you prepared, willing and courageous enough to look at your part and be accountable in the overall puzzle moving forward for your improvement, and for your employees’ and your department’s improvement?

Human Resources is here to help you reach your potential. Contact our Business Partners and Organizational Development Team at 464-3796.