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

Persons with a disability needing reasonable accommodation(s) to participate in this proceeding should contact the Office of Human Rights, 400 S. Fort Harrison Ave., 5th Floor, Clearwater, FL 33756 (727) 464-4062 (V/TDD) no later than 48 hours prior to the meeting.
Clearwater, Florida, May 2, 2019

The Unified Personnel Board (UPB) met in regular session at 6:30 P.M. on this date in the County Commission Assembly Room, Fifth Floor, Pinellas County Courthouse, 315 Court Street, Clearwater, Florida, with the following members present: Ron Walker, Vice-Chair; Jeffrey Kronschnabl; Kenneth Peluso; Paul Rogers; and William A. Schulz II.

Not Present: Ricardo Davis, Chair; and Joan Vecchioli.

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

AGENDA

PLEDGE OF ALLEGIANCE

I. Citizens to be Heard

EAC  II. Employees' Advisory Council Representative

Personnel Board  III. CONSENT AGENDA
  1. Request Approval of the Minutes of the Regular Personnel Board Meeting held April 4, 2019

Human Resources  IV. INFORMATIONAL ITEMS
  1. Action Taken Under Authority Delegated by the Personnel Board
  2. Fiscal Year 2020 Budget Presentation
  3. Progress on 2019 Goals
  4. Classification and Compensation Study Update
  5. Other Informational Items

Human Resources  V. HR HIGHLIGHTS
  1. Workforce Connections Committee

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

CALL TO ORDER

Vice-Chair Walker called the meeting to order at 6:30 P.M.; whereupon, he led the Pledge of Allegiance.
CITIZENS TO BE HEARD

No one appeared in response to the Vice-Chair’s call for citizens wishing to be heard.

EMPLOYEES’ ADVISORY COUNCIL REPRESENTATIVE

EAC Representative Charles Toney introduced EAC Vice-Chair Marion Nuraj, noting that he currently works in the Clerk’s Office and has been involved with EAC since 2016.

Mr. Nuraj welcomed new Board member Paul Rogers, noting that the EAC voted unanimously to approve his appointment as its representative to the UPB, and provided the following updates:

- The EAC seeks to change certain language in the Drug-Free Workplace policy to better reflect the protections afforded to classified employees under the Unified Personnel Rules.

- A proposed change to EAC bylaws to prevent a classified employee working for the Human Resources Department from joining the EAC is being discussed with the County Attorney’s Office. He reported that several members support the proposal, while other members oppose the change.

- The semi-annual meeting with the Appointing Authorities will be held on May 14, and the topic of establishing a merit pay plan will be discussed, among other matters.

CONSENT AGENDA – APPROVED

Upon motion by Mr. Peluso, seconded by Mr. Kronschnabl and carried unanimously, the minutes of the regular meeting held April 4, 2019 were approved.

INFORMATIONAL ITEMS

Action Taken Under Authority Delegated by the Personnel Board

The document titled *Action Taken Under Authority Delegated by the Unified Personnel Board* has been made a part of the record.
Fiscal Year 2020 Budget Presentation

Ms. Schoenherr provided an overview of the proposed Fiscal Year 2020 budget and stated that she will present it at a future County Commission meeting for final approval. She noted that the amount requested in the budget is $4.4 million; that an additional amount of approximately $50,000 will be set aside for services provided by Risk Management and Business Technology Services; and that the total budget amount remains under the target set by the Office of Management and Budget. She indicated that Human Resources will not be requesting any decision packages this year.

Ms. Schoenherr provided background information on the department’s structure, and statistics on the number of employees within the department and throughout County Government. She discussed Human Resources’ mission, vision, and values, and reviewed the four strategic focus areas of the department, highlighting a few of the HR programs available to each employee and reviewing the results of the recent Classification and Compensation Study.

Ms. Schoenherr discussed the department’s 2019 Strategic Goals, relating that Human Resources will be adopting the customer service benchmark principles as defined by Florida Sterling Council to help its employees enhance their level of customer service.

Ms. Schoenherr noted that performance management is a critical component of implementing a merit pay program for employees; and that Human Resources plans to provide training programs to help supervisors provide meaningful and honest performance reviews.

Responding to queries by the members, Ms. Schoenherr stated that the criteria for a merit pay program has not yet been developed; and that a suggestion rewards program is currently in place; whereupon, discussion ensued regarding the current performance management system.

Progress on 2019 Goals

Ms. Schoenherr provided a progress update and stated that she will provide a similar update as part of the Board’s monthly meetings. She highlighted several goals, stating that 75 percent of employees who were surveyed indicated their overall positive satisfaction with Human Resources; that 92 percent stated they were treated courteously and professionally by the department; and that 83 percent found Human Resources staff to be helpful. In response to query by Mr. Kronschnabl, she noted that of the responses indicating that an employee was dissatisfied, many were related to the recent changes in the Classification and Compensation Plan.
Ms. Schoenherr related that she has asked to visit each of the EAC representatives at their workplace; that the visits offer her a way to learn more about their responsibilities and to meet many of their colleagues; and that she has completed several visits already this year.

Ms. Schoenherr discussed an Employee Communication survey, conducted in the spring, and indicated that the goal was to understand where employees are receiving information and how Human Resources can communicate more effectively. She related that many employees rely on *The Pen* and *To Your Health* newsletters; that several respondents asked for group meetings; and that some employees rely on their co-workers for information, and discussion ensued regarding the need for supervisors to communicate information directly to their employees.

Ms. Schoenherr related that the department is considering the use of mobile applications as a way to enhance employee communications, such as during open enrollment periods for benefits; and that the Oracle application, Taleo, will be upgraded in order to enhance recruitment, outreach, and the performance management system; whereupon, she reported that a business case for Taleo Business Edition Optimization was unanimously supported by the Oracle Business Applications Executive Committee.

Classification and Compensation Study Update

Ms. Schoenherr provided an update regarding the Classification and Compensation Study, stating that all 36 requests for appeal have been addressed by Human Resources; and that staff has notified approximately 20 appellants with the result of their case. She noted that staff continues to review the remaining open cases in order to make a final recommendation on each appeal; and that there are no requests at this time for further appeal to the Unified Personnel Board.

Other Informational Items

The following miscellaneous information items were received for filing:

1. Minutes of the EAC Delegate meeting of March 21, 2019
2. Leadership Notes for April 2019
May 2, 2019

HR HIGHLIGHTS

Workforce Connections Committee

Ms. Schoenherr introduced Workforce Strategy HR Officer Meagan Decker and Communications and Outreach HR Officer Irena Karolak as Co-Chairs of the Workforce Connections Committee.

Mses. Decker and Karolak conducted a PowerPoint presentation, providing an overview of the committee. Ms. Decker related that it includes two representatives from the Board of County Commissioners (BCC) and one from each of the Appointing Authorities; and that the goal is to increase short-term and long-term talent acquisition for the County.

Ms. Karolak discussed branding and digital/social media, stating that the Committee developed the tagline Work. Grow. Matter. to help showcase what it means to join the Pinellas County team; and that a consistent design was created to be used in all digital and print media. She noted that the Committee worked with the Hispanic Outreach Center and the Asian Community Neighborhood Center to create recruitment postcards in Spanish, Vietnamese, and English, and discussed working with schools, newspapers, and other groups, and how social media is being developed to help showcase the County and recruit job seekers; whereupon, she showed a 30-second recruitment video that highlights the County as a top-choice employer.

Ms. Decker related that County staff attended over 20 job and career fairs last year; that attendees find a large variety of jobs available in County Government; and that there is a good chance an applicant will find a County job that matches their interest and skill sets. She described how postcards are used to enhance the applicant experience and the need for staff to make a good first impression, stating that both active and passive candidates are targeted for recruitment; and that upgrades to the Taleo software will provide improved mobile access to Pinellas County’s Career Center.

Ms. Decker stated that after applicants are hired, the County must work hard to retain them by enhancing the onboarding experience, maintaining a high level of total rewards, such as health benefits, and providing growth opportunities to help develop employees who remain engaged in their careers.

Ms. Karolak discussed other recruitment programs, such as internships and the summer career program, and noted that St. Petersburg College intern Tyler McMillan has been instrumental in developing the needed framework and resources used by various programs. Responding to queries
by Mr. Peluso, she related that the County partners with the Pinellas County School Board and others to provide internships for high school students.

In response to query by Mr. Schulz, Ms. Decker indicated that once a job is posted, it can take approximately four weeks to hire someone to fill the position; that the turnaround time can be longer in some situations; and that Human Resources works with other departments to encourage quicker turnaround times and better communication with each applicant. Ms. Schoenherr stated that when the hiring process is delayed, Human Resources staff now reach out to supervisors to help identify ways to move forward.

Responding to query by Mr. Peluso, Ms. Decker indicated that certain trade and Information Technology positions are commonly hard to fill; and that entry-level positions are easier, often receiving upwards of 300 applicants for one position.

**ADJOURNMENT**

There being no further business, Vice-Chair Walker adjourned the meeting at 7:41 P.M.

________________________________________

Chair
Human Resources Director

Action Taken Under Authority Delegated by the Unified Personnel Board

The Human Resources Director, having been granted delegated authority to act on behalf of the Unified Personnel Board, has taken the following action from April 14, 2019 through May 25, 2019.

ADDITIONS

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>TITLE</th>
<th>EEO4 CODE</th>
<th>OT CODE</th>
<th>PG</th>
</tr>
</thead>
<tbody>
<tr>
<td>18448</td>
<td>Clerk’s Reporting Support Specialist 1</td>
<td>Administrative Support</td>
<td>Classified</td>
<td>C18</td>
</tr>
<tr>
<td>09126</td>
<td>Elections Departmental Supervisor</td>
<td>Administrative Support</td>
<td>Classified</td>
<td>C22</td>
</tr>
<tr>
<td>01471</td>
<td>Training Coordinator</td>
<td>Professional</td>
<td>Classified</td>
<td>C23</td>
</tr>
</tbody>
</table>

RE-INSTATED

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>TITLE</th>
<th>EEO4 CODE</th>
<th>OT CODE</th>
<th>PG</th>
</tr>
</thead>
<tbody>
<tr>
<td>10812</td>
<td>911 Radio Systems Coordinator</td>
<td>Technician</td>
<td>Classified/Excluded</td>
<td>C26</td>
</tr>
</tbody>
</table>

TITLE/PAY GRADE CHANGE

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>PRESENT CLASSIFICATION</th>
<th>PRESENT PG</th>
<th>RECOMMENDED CLASSIFICATION</th>
<th>RECOMMENDED PG</th>
</tr>
</thead>
<tbody>
<tr>
<td>12976</td>
<td>Fleet Mechanic/Electro-Mechanical</td>
<td>C22</td>
<td>Generator Field Service Technician</td>
<td>C23</td>
</tr>
</tbody>
</table>

PAY GRADE CHANGES

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>PRESENT CLASSIFICATION</th>
<th>PRESENT PAY GRADE</th>
<th>RECOMMENDED PAY GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>10252</td>
<td>BDRS Department Director</td>
<td>SM2a</td>
<td>SM1</td>
</tr>
<tr>
<td>12970</td>
<td>Welder Fabricator</td>
<td>C16</td>
<td>C18</td>
</tr>
</tbody>
</table>
### REVISIONS

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>TITLE</th>
<th>PG</th>
</tr>
</thead>
<tbody>
<tr>
<td>10800</td>
<td>911 Radio Communications Analyst</td>
<td>C22</td>
</tr>
<tr>
<td>10802</td>
<td>911 Radio Systems Administrator</td>
<td>C28</td>
</tr>
<tr>
<td>10812</td>
<td>911 Radio Systems Coordinator</td>
<td>C26</td>
</tr>
<tr>
<td>13036</td>
<td>Asset Management Support Specialist</td>
<td>C19</td>
</tr>
<tr>
<td>18450</td>
<td>Clerk’s Reporting Support Specialist 2</td>
<td>C20</td>
</tr>
<tr>
<td>06118</td>
<td>Community Development Specialist 1</td>
<td>C21</td>
</tr>
<tr>
<td>06122</td>
<td>Community Development Specialist 2</td>
<td>C23</td>
</tr>
<tr>
<td>06124</td>
<td>Community Development Specialist 3</td>
<td>C27</td>
</tr>
<tr>
<td>06126</td>
<td>Community Development Specialist 4</td>
<td>C31</td>
</tr>
<tr>
<td>18738</td>
<td>Court Clerk 2</td>
<td>C20</td>
</tr>
<tr>
<td>18809</td>
<td>Finance &amp; Accounting Analyst 2</td>
<td>C31</td>
</tr>
<tr>
<td>01530</td>
<td>Management Analyst</td>
<td>P2</td>
</tr>
<tr>
<td>08478</td>
<td>Manager of Purchasing Support</td>
<td>SM5a</td>
</tr>
<tr>
<td>06150</td>
<td>Planner</td>
<td>C23</td>
</tr>
<tr>
<td>06130</td>
<td>Planning Analyst</td>
<td>C21</td>
</tr>
<tr>
<td>06148</td>
<td>Planning Program Specialist</td>
<td>C24</td>
</tr>
<tr>
<td>06102</td>
<td>Planning Technician</td>
<td>C18</td>
</tr>
<tr>
<td>06154</td>
<td>Principal Planner</td>
<td>C31</td>
</tr>
<tr>
<td>08460</td>
<td>Procurement Analyst, Lead</td>
<td>C27</td>
</tr>
<tr>
<td>06152</td>
<td>Program Planner</td>
<td>C27</td>
</tr>
</tbody>
</table>

### DELETIONS

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>TITLE</th>
<th>PG</th>
</tr>
</thead>
<tbody>
<tr>
<td>06142</td>
<td>Planner 1</td>
<td>C21</td>
</tr>
<tr>
<td>06144</td>
<td>Planner 2</td>
<td>C23</td>
</tr>
<tr>
<td>06146</td>
<td>Planner 3</td>
<td>C27</td>
</tr>
<tr>
<td>06149</td>
<td>Planner 4</td>
<td>C31</td>
</tr>
</tbody>
</table>
We have reached a decision of findings and sent notifications to all of the appellants.

Of the 36 findings, HR recommended reclassifications or reallocations associated with 20 (56%) of the appeals.

HR recommended “No Change” for 16 (44%) of the appeals because evidence indicated that the current classification and pay grade are appropriate.

<table>
<thead>
<tr>
<th>Classification</th>
<th>Number of Appellants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Management Coordinator 1</td>
<td>3</td>
</tr>
<tr>
<td>Public Works Operations Field Coordinator, Senior</td>
<td>3</td>
</tr>
<tr>
<td>Trades/Field Services Supervisor</td>
<td>3</td>
</tr>
<tr>
<td>Water/Wastewater Plant Operator, Chief</td>
<td>3</td>
</tr>
<tr>
<td>Accounting Manager</td>
<td>2</td>
</tr>
<tr>
<td>Code Enforcement Officer 2</td>
<td>2</td>
</tr>
<tr>
<td>Electrical/Mechanical Technician 2</td>
<td>2</td>
</tr>
<tr>
<td>Fleet Mechanic/Electro-Mechanical</td>
<td>2</td>
</tr>
<tr>
<td>Operations Manager Assistant</td>
<td>2</td>
</tr>
<tr>
<td>Accountant 1</td>
<td>1</td>
</tr>
<tr>
<td>Broadcast Engineering Specialist</td>
<td>1</td>
</tr>
<tr>
<td>Engineering Specialist 2</td>
<td>1</td>
</tr>
<tr>
<td>Facility Operations Manager</td>
<td>1</td>
</tr>
<tr>
<td>Field Inspector 2</td>
<td>1</td>
</tr>
<tr>
<td>Field Inspector 3</td>
<td>1</td>
</tr>
<tr>
<td>Finance Operations Assistant Supervisor CCC</td>
<td>1</td>
</tr>
<tr>
<td>Helicopter Pilot</td>
<td>1</td>
</tr>
<tr>
<td>Human Resources Specialist</td>
<td>1</td>
</tr>
<tr>
<td>Maintenance Supervisor</td>
<td>1</td>
</tr>
<tr>
<td>Programmer/Analyst 2</td>
<td>1</td>
</tr>
<tr>
<td>Transportation Systems Technician 3</td>
<td>1</td>
</tr>
<tr>
<td>Water/Wastewater Plant Operator 3</td>
<td>1</td>
</tr>
<tr>
<td>Welder Fabricator</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>36</strong></td>
</tr>
</tbody>
</table>
We’ve initiated Phase 2 of the Classification and Compensation Study and Appointing Authorities have been provided with the following materials:

- Updated Exempt Solution Files
- Implementation Strategy Flow Chart
- Phase 2 Implementation Plan
- Evergreen Secondary Review Form

Appointing Authorities are examining Evergreen’s recommendations and are expected to provide a list to HR by June 10th, of secondary review requests for Evergreen’s consideration.

Evergreen consultants will be onsite for in-person meetings with Appointing Authorities and their staff in order to discuss results from those secondary review requests. The meetings dates and times are:

- Thursday, June 27th – noon-5:00 PM.
- Friday, June 28th – 8:00 AM to 5:00 PM.

We are planning for Evergreen to be here again July 9-12 to conduct group workshops with Exempt employees to discuss the employee-level secondary review process.
2019 Human Resources Director Goals

Strategic Plan
- Ensure the accomplishment of 2019 action plans related to the 2018-2020 Human Resources Strategic Plan

Stakeholder Service and Relationships
- Advance a culture of customer service excellence for the Human Resources (HR) Department
  - Develop and communicate service standards to stakeholders
  - Provide development opportunities and ensure clear service expectations for HR staff
  - Assess customer satisfaction across the department
  - Reward and recognize staff for demonstrating excellent customer service
  - Learn and apply Florida Sterling Council Criteria for Performance Excellence
- Enhance engagement and trust with affected stakeholders, with particular attention to clarifying roles, managing expectations, and managing change
  - Confirm expectations of stakeholders, particularly Appointing Authorities, Employees’ Advisory Council, and Personnel Board; manage competing interests through the formal adoption and communication of priorities for HR resources
  - Enhance stakeholder engagement and communication by providing regular opportunities for feedback and dialogue

  Merit pay discussions with the Appointing Authorities on 5/14 (see attached) and Employees’ Advisory Council Delegates on 5/23 (see attached)
  - Apply best practices for change management and ensure appropriate vetting with stakeholders when implementing new programs or changes to current programs
  - Attend at least 75% of EAC Representative and Delegate Meetings to cultivate effective communication and trust between employees and HR
  - Meet individually with each Appointing Authority at least twice annually to foster effective working relationships, understand service needs, and solicit feedback
  - Meet individually with each Personnel Board member at least twice annually to provide updates and receive guidance

Communication and Outreach
- Solicit perspectives from employees regarding effective communication strategies; implement communication approach aligned with employee feedback
- Grow paid and unpaid internship opportunities – Limit to interested Appointing Authorities

HRIS and Records Administration
- Implement further Taleo upgrades and enhancements for FACE and Recruitment modules
  - Introduce onboarding module
  - Implement single sign-on and optimized applicant and employee experience
  - Implement FACE enhancements, including customizable review templates

PINELLAS COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER
2019 Human Resources Director Goals
Page Two

- Enhance decision support services for Appointing Authorities through more robust dashboards, key performance indicators (KPI’s) and other workforce reports from Human Resources
  
  *Partner with Human Rights to offer ethnicity reporting, create instructional guide “How to Self-Report My Ethnicity in OPUS” and provide an article in The Pen*

Organizational and Talent Development
- Work with UPS leadership to cultivate diverse and inclusive work environments
- Provide development programs for managers focused on facilitating welcoming and inclusive work environments

Planning and Performance
- Prepare UPS for possible FY20 merit pay program implementation, including development of process and tools
  - Work with Appointing Authorities and the EAC on the development of an Employee Value Proposition (EVP) for the Unified Personnel System, with specific focus on cash compensation, benefits and rewards
  - Performance management – Expand supervisor development in conducting meaningful performance assessments that align with organizational strategic goals
- Complete 2019 Employee Voice Survey – Goal of 75% participation rate

Total Rewards
- Implement Phase II of the Classification and Compensation Study
  - Work with Appointing Authorities and Personnel Board to establish new Exempt classifications
    *Pursuing Phase II process as discussed with the Appointing Authorities on 5/14 (see attached)*
  - Work with affected stakeholders to update the BCC Exempt pay plan
  - Implement method for awarding in-range pay adjustments to recognize employee career growth and development
- Design and implement employee education campaign around the value/competitiveness of benefits and how various programs work
- Provide each employee with a customized Total Compensation Statement

Workforce Strategy
- Further implement strategies to attract applicants from underrepresented populations
- Continue to enhance the hiring process to evaluate vacancies across the organization for current and future needs, and identify competencies needed for the positions

June 6, 2019 Attachments:
A. Merit Pay Discussion Appointing Authorities Meeting 5/14/19
B. EAC Delegate Meeting Merit Pay Straw Poll
C. Proposed Implementation Strategy and Timeline for Classification and Compensation Study Phase II
Merit Pay Discussion
Appointing Authority Meeting 5/14/19

Goal: Build Alignment on Direction for Merit Pay Process

A. Purpose and objectives
- Motivate employees to perform at a high level?
- Improve morale?
- Help employees progress faster through the pay range?
- Show appreciation for outstanding performance?
- Other?

B. Funding considerations
- Current market trend is around 3% salary increase
- Appropriate mix between general increase and merit increase
  - General increase is calculated as percentage of midpoint
  - Merit increase is calculated as percentage of actual pay rate
- Alternatives to base pay increase:
  - Paid leave – Five days of paid leave is equivalent to 2% of annual salary
  - One-time lump sum (subject to compliance with FL statute 215.425)

C. Example Timeline
- July 2019 – Employee focus groups; feedback on merit pay models
- September 2019 – Finalize and communicate merit pay plan for FY20
- September/October 2019 – Leadership communicates priorities and objectives for the organization
- July – November 2019 – Supervisor development programs re effective performance reviews
- October/November 2019 – Employees collaborate with their managers to set performance plan and goals linked to organizational objectives
- December 2019 – July 2020 – Regular performance check-ins between employees and managers
- July 2020 – Managers complete preliminary performance rating form
- August 2020 – Calibration committees review preliminary forms and make recommendations for adjustments
- September 2020 – Final performance ratings shared with employees
- September 2020 – Merit increases awarded
- October/November 2020 – Departments respond to employee grievances
- January/February 2021 – Merit pay system is evaluated and adjustments made
D. Roles and responsibilities

- Appointing Authorities
  - Actively contribute to the planning process for UPS merit pay program
  - Propose/adopt funding arrangements for general increase and merit increase
  - Communicate organizational expectations, priorities and objectives
  - Ensure all supervisors participate in learning sessions for completing effective performance reviews
  - Hold managers accountable for completing constructive and honest assessments of employee performance
  - Identify individuals for calibration committees
  - Communicate the adopted process to employees to facilitate understanding and manage expectations

- Supervisors
  - Participate in learning sessions for completing effective performance reviews
  - Work with direct reports to establish performance plan and goals, making adjustments during the year if warranted
  - Complete and document regular check-ins with employees to convey employee’s progress
  - Provide support for areas of performance deficiency

- Calibration committee (or higher level reviewer)
  - Review and approve employee performance plans/goals
  - Review and approve proposed performance ratings to ensure that different supervisors apply similar standards in measuring and evaluating performance

- Employee
  - Work with supervisor to develop performance plan and goals
  - Fully participate in performance check-ins by identifying accomplishments and challenges
  - Ensure understanding of expectations for meeting and exceeding performance goals

- Human Resources
  - Ensure learning programs are provided for supervisors re completing effective and honest performance reviews
  - Lead employee focus groups to obtain feedback on proposed merit pay models
  - Provide instructions and forms related to the process
  - Process merit pay adjustments as approved by Appointing Authorities
E. Keys to success

- Common understanding of purpose for merit pay
- Establishment of clear performance standards and measures linked to organization’s strategic goals
- Culture of regular performance-related conversations
- Culture of trust between employees and management
- Leadership is willing to have candid and tough conversations with employees
- Accountability for supervisors to assess and document performance constructively and honestly
- Leadership team involvement in calibrating performance ratings across supervisory styles
- Sufficient differentiation in pay increase levels for outstanding performers
- Post-implementation assessment of process and outcomes to identify strengths and opportunities for improvement

F. Possible models

- Ratingless System – Leadership identifies a maximum percentage (i.e. 30%) of workforce to receive a merit increase; prior year reviews must support the recommendation but no rating is assigned. Calibration committee reviews recommendations prior to final determinations. Merit increase is either awarded or not awarded.
- Point-Based System – A numerical (5-point scale) rating is assigned to identified factors (i.e. quantity of work, dependability, etc.). Factors may be weighted depending on the nature of the position. The amount of merit increase is dependent on the total number of points awarded.
- Paid Leave Reward System – Provides one-time reward in contrast to base-pay models. Provides greater flexibility to employee who may use the leave as paid time off, exchange the leave for cash, or contribute the value to a deferred compensation account (Note: Exchange for cash or 457 contribution in accordance with Annual Leave Exchange policy and Appointing Authority approval).

Next steps:

- Confirm features of interest to Appointing Authorities
  - Funding for general increase vs. merit increase
  - Merit increase award method: base pay increase vs. lump sum vs. paid leave
  - Estimated percentage of employees to receive merit increase
  - Levels of merit increase (Receive or not vs. multiple levels of increase)
  - Timeline for finalizing process and awarding merit increases
- Put together team to further develop details:
  - Human Resources
  - County Attorney’s Office
  - Appointing Authority representatives
  - Payroll
  - Office of Management and Budget (OMB)
  - Employees’ Advisory Council (EAC)
Results by Question

1. An ideal process will result in ___% of employees receiving a merit increase? (Multiple Choice)

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fewer than 25%</td>
<td>13.33%</td>
<td>8</td>
</tr>
<tr>
<td>25-50%</td>
<td>30%</td>
<td>18</td>
</tr>
<tr>
<td>50-75%</td>
<td>28.33%</td>
<td>17</td>
</tr>
<tr>
<td>75-95%</td>
<td>28.33%</td>
<td>17</td>
</tr>
<tr>
<td>Totals</td>
<td>100%</td>
<td>60</td>
</tr>
</tbody>
</table>

2. To be meaningful, a merit increase should be at least ___% of base salary? (Multiple Choice)

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2%</td>
<td>0%</td>
<td>0</td>
</tr>
<tr>
<td>2-3%</td>
<td>23.33%</td>
<td>14</td>
</tr>
<tr>
<td>3-4%</td>
<td>45%</td>
<td>27</td>
</tr>
<tr>
<td>4-5%</td>
<td>31.67%</td>
<td>19</td>
</tr>
<tr>
<td>Totals</td>
<td>100%</td>
<td>60</td>
</tr>
</tbody>
</table>
3. A successful merit pay program implementation is the primary responsibility of: (Multiple Choice)

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>27.87%</td>
<td>17</td>
</tr>
<tr>
<td>EAC</td>
<td>3.28%</td>
<td>2</td>
</tr>
<tr>
<td>Personnel Board</td>
<td>9.84%</td>
<td>6</td>
</tr>
<tr>
<td>All Appointing Authorities</td>
<td>52.46%</td>
<td>32</td>
</tr>
<tr>
<td>Other</td>
<td>6.56%</td>
<td>4</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>100%</strong></td>
<td><strong>61</strong></td>
</tr>
</tbody>
</table>

4. My supervisor is ____ when it comes to fairly, honestly, and constructively evaluating my performance. (Multiple Choice)

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very effective</td>
<td>41.67%</td>
<td>25</td>
</tr>
<tr>
<td>Somewhat effective</td>
<td>31.67%</td>
<td>19</td>
</tr>
<tr>
<td>Not at all effective</td>
<td>6.67%</td>
<td>4</td>
</tr>
<tr>
<td>Don’t know — he/she has not evaluated my performance</td>
<td>20%</td>
<td>12</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>100%</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>
5. The primary purpose of merit pay is: (Multiple Choice)

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percent</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivate employees to perform at a high level</td>
<td>38.71%</td>
<td>24</td>
</tr>
<tr>
<td>Improve morale</td>
<td>4.84%</td>
<td>3</td>
</tr>
<tr>
<td>Helping employees progress faster through the pay range</td>
<td>4.84%</td>
<td>3</td>
</tr>
<tr>
<td>Show appreciation for outstanding performance</td>
<td>48.39%</td>
<td>30</td>
</tr>
<tr>
<td>Other</td>
<td>3.23%</td>
<td>2</td>
</tr>
<tr>
<td>Totals</td>
<td>100%</td>
<td>62</td>
</tr>
</tbody>
</table>
Proposed Implementation Strategy – PHASE II
UPS Classification and Compensation Study
May 2019

Objectives
- Reduce the number of unique classification titles
- Define and value job classifications that correspond to the work being done
- Provide opportunities for career paths and professional growth
- Ensure fair and competitive compensation, measured against the greater employment market
- Provide the best solution for the most employees within financial constraints

Chosen Structure
- Solution Option: Evergreen Solution 3 Moderate Consolidation
- Market Approach: Public Market

Phase II Recommendations

Phase II Implementation Priorities:
- Address Exempt classifications behind market
- Bring Exempt pay rates to new pay grade minimums
- Address range and rank compression for both Exempt and Classified employees
- Implement policies addressing career step progression

For Phase I, which focused on Classified employees, the application of pay adjustments was straightforward because all Classified employees moved from a singular pay plan into the new pay structure. Pay adjustments for Exempt employees present a challenge because they are moving from numerous, unstandardized, pay structures to new pay structures. Human Resources will work with those responsible for Exempt pay plans to identify pay adjustment strategies that work within each pay plan.

Entities with Exempt pay plans include:
1. Board of County Commissioners (covers BTS, County Attorney, County Administrator, Forward Pinellas, Human Resources, Human Rights)
2. Clerk of the Circuit Court and Comptroller
3. Property Appraiser
4. Supervisor of Elections
5. Tax Collector

Proposed Pay Adjustment Methodology
A. Address Exempt classifications behind market
B. Bring Exempt pay rates to minimum and address resulting compression
   1. Migrate employees into the new classifications and associated pay grades
   2. For Exempt employees that fall below the new pay grade minimums, adjust pay rates to the new minimum
C. Address rank compression
D. Address range compression
<table>
<thead>
<tr>
<th><strong>Proposed Phase II Timeline for 2019</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>May 1 - July 5</strong></td>
</tr>
<tr>
<td><strong>May 14</strong></td>
</tr>
<tr>
<td><strong>May 17</strong></td>
</tr>
<tr>
<td><strong>May 20 - June 10</strong></td>
</tr>
<tr>
<td><strong>June 10 - 28</strong></td>
</tr>
<tr>
<td><strong>July 1</strong></td>
</tr>
<tr>
<td><strong>July 8</strong></td>
</tr>
<tr>
<td><strong>July 9 - 12</strong></td>
</tr>
<tr>
<td><strong>July 9 - 22</strong></td>
</tr>
<tr>
<td><strong>Aug. 9</strong></td>
</tr>
<tr>
<td><strong>Aug. 19</strong></td>
</tr>
<tr>
<td><strong>Sep. 2 - 13</strong></td>
</tr>
<tr>
<td><strong>Sep. 5</strong></td>
</tr>
<tr>
<td><strong>Sep. 12</strong></td>
</tr>
<tr>
<td><strong>Sep. 15</strong></td>
</tr>
<tr>
<td><strong>Sep. 15</strong></td>
</tr>
<tr>
<td><strong>Oct. 13</strong></td>
</tr>
<tr>
<td><strong>TBD</strong></td>
</tr>
<tr>
<td><strong>TBD</strong></td>
</tr>
<tr>
<td><strong>TBD</strong></td>
</tr>
</tbody>
</table>

Red font indicates a regularly scheduled meeting.
Call to Order
The EAC Representative meeting was called to order at 2:30 p.m. by Chair Lisa Arispe.

Approval of Minutes
- The February 20, 2019 Special meeting minutes were approved with a motion by Charles Toney, seconded by Kevin Connelly.
- The February 20, 2019 Representative meeting minutes were approved with a motion by Charles Toney, seconded by Richard Carvale.

Comments from James Valliere for Holly Schoenherr, Director of Human Resources
- The results of the Secondary Reviews of the Compensation and Classification Study were sent to those employees who submitted a request for review. [Results were sent March 6th via email.] Based on the results [of more than 500 secondary reviews, the decisions were such that] sixty-two (62) employees are eligible to appeal [further] to HR.
  - Based on a suggestion from the Personnel Board, on March 12th follow-up phone calls were made to fifty-three (53) employees who had not yet submitted a request [for appeal to ensure they got their notification and knew what they could do].
  - Those [appeal request hearings] requests are currently underway. HR is attempting to have the results back to the individuals within 10 days of their hearing. [As of the EAC meeting, 27 had sent in appeal requests.]
  - HR is communicating that if there is no change from the secondary review, they can appeal to the Personnel Board.
- HR is enhancing customer service across the board. HR has been utilizing a phone tree since April of 2018, and though some employees have stated they prefer the old system, the phone tree allows for those who are calling to get to the appropriate section without multiple transfers.
  - HR [Benefits] receives 700+ phone calls per month
- HR Communication Survey has been sent out. Employees are being asked to let HR know how they would like to receive communication.
  - Asked point of contact in field locations to hand employees paper versions of the survey
  - Survey ends April 5th

Personnel Board 03/07/19 Comments
- The Personnel Board looked at the various entries they received regarding Holly Schoenherr’s review. Reviews were submitted by the EAC, Appointing Authorities, and the individual Personnel Board Members. The various comments were compiled and will be discussed by the Personnel Board Chair and Mrs. Schoenherr; an action plan will be established for the upcoming year.
Committee Reports
- Advocates – currently there are 6 advocates
- Legislative – the second meeting of the local council was held on February 27th. Currently looking at a bill that would allow Clerks across the state to keep some of the fines that are collected
- Awards Committee – Meeting in April – three (3) suggestions were received in the last month
- Other - Merit Pay Committee – Revamping the Merit Pay system that was previously used. Need to establish a scale to present to Appointing Authorities – would like to have the proposal ready for our May meeting with the appointing authorities.

Old Business
- The Shoe Allowance for employees under the BCC will be increased to $150.00, from the current $125.00, effective October 1, 2019.
- We will begin looking at the Delegate requests, with our focus on those requests that are not section specific.
- Question was asked about the status of the Paid Parental Leave committee.
  - There was some confusion about who is responsible for a committee, so HR will get back to us.
- Several questions were asked regarding Job Listings on Taleo.
  - Jobs listings are ending on Fridays instead of Sundays so that if an applicant encounters an error there is an HR employee available to assist them.
  - HR is considering adding the paygrades and worked hours to Job Listings.
  - Hiring managers are not able to see when an employee adds a job to their list so that they can view the questions unless the job that was added belongs to them.

New Business
- The EAC will develop a process for future reviews of the HR Director.
- The EAC received the Human Resources 2019 Goal Development Survey. The survey is intended to inform HR of our opinion on the importance level and urgency level of various items that were previously requested. Instead of filling them out ourselves, we will take them back to our delegates to get their opinions as well. The thought being that this will give us a representation of all Pinellas County Employees.

Adjourned
Marion Nuraj made a motion to adjourn at 4:40 p.m., seconded by Ashley Skubal.

Lisa Arispe*    Donna Beim*    Linda Cahill*    Richard Carvale*    Kevin Connelly*
Leena Delli Paoli*  Henry Gomez*  Bill Gorman  Clare McGrane*  Doris McHugh*
Marion Nuraj*    Randy Rose*    Ashley Skubal*    Chris Steiermann*  Charles Toney*

*EAC Representatives in attendance at this meeting.
Four Leadership Styles: Which Are You?

There are four distinct leadership styles, according to Karlyn Borysenko, principal at consultancy Zen Workplace in Boston. The styles are based on the DiSC model developed by psychologist William Moulton Marston.

Which of the following leadership categories describes you?:

1. **Dominant.** These leaders are assertive, bold, direct and results-oriented — what we think of as natural leaders. They are constantly pushing boundaries, like to get things done quickly and worry about the consequences later. This style can come off as intimidating. This leader needs to work on patience, sensitivity, and looking at details.

2. **Influential.** Influencers are active and dynamic. They are always in a good mood and look on the bright side. They are excellent collaborators but don't always follow through on ideas. Just give them the executive summary; they don't want to know all the details. This leader needs to work on follow-through, speaking directly and researching all the facts.

3. **Supportive.** Leaders who fall into this category are agreeable, receptive and accommodating. They want to help people get things done, but they hate drama. They often hold back when they have solutions to share or something valuable to say. This leader needs to work on adapting to change, multitasking and confronting others.

4. **Conscientious.** These leaders are logical, methodical and prefer working with spreadsheets over working with people. They see details that others miss. It’s not that they’re anti-social per se, but they prefer to close the door to their office, draw the blinds and spend quiet time being productive. They need to keep an open mind to new and different approaches. This leader needs to work on delegating, compromising and making quick decisions.

Borysenko encouraged attendees to embrace whatever their dominant style is but also to step out of their comfort zone and exhibit some of the characteristics of the other leadership styles when necessary. She said, “Not everyone can do all things well … Just because something is uncomfortable does not mean you don’t do it.”

Want to learn more? Join us for the Breakthrough Listening course (see the Learning Catalog for upcoming dates) to complete the DiSC self-assessment. You’ll gain insights into your distinct ways of thinking, feeling and acting. The DiSC assessment will also help you minimize potential conflicts by communicating effectively with other work styles.

**Sources:**
Ethnicity – Self-reporting in OPUS

Unified Personnel Board Meeting
June 6, 2019
Goals

- Allow employees to use OPUS Self Service to self-report ethnicity
- Support Office of Human Rights Strategic Plan
- Improve reporting
Human Resources Strategic Focus Areas

- **Diverse Workforce**
  - Diverse & Inclusive Culture
    - Facilitate diversity in recruitment, retention and promotional opportunities
    - Integrate inclusion into all HR policies and practices

- **Engaged Workforce**
  - Positive and Engaging Work Environment
    - Foster an environment where employees and volunteers feel valued
    - Cultivate an atmosphere in HR that embraces open communication and generates trust

- **Prepared to Effectively Serve**
  - Service Excellence; Health and Wellness
    - Cultivate employee success & well-being by implementing an effective employee lifecycle experience
    - Provide valuable communications for greater transparency and consistency
Office of Human Rights
Strategic Focus Areas

- Compliance with Federal Law/Guidance
  - Mandatory Federal Reports More Accurate
    - EEO-4 Report filed with Equal Employment Opportunity Commission
    - AAP Report filed with Department of Justice

- Equitable Employment Practices
  - Better Recruitment, Selection, Retention and Promotion Data
    - Helps ensure Appointing Authorities are engaged in equitable recruiting efforts
    - Helps prevent selection, retention and promotion practices which disproportionately impact protected groups

- Complements the Diversity and Inclusion work of Human Resources
“In Our Own Words” is a place for employees and retirees to send in your stories. You pick the topic! We’ll take your submissions any way you’d like to send them—from an Outlook message to a handwritten note. Please keep it to no more than three paragraphs. All pieces will be reviewed and may be edited.

**Online**, you can complete a quick and easy Story Idea Form.

**Emails** may be sent to Employee.Communications@pinellascounty.org.

**Hard copies** may be sent via interoffice mail to Human Resources Communications, 4th Floor 400 S. Fort Harrison Ave., Clearwater. Please be sure to include your name, department/locaton, and a way to reach you.

---

**HR Wants Your Feedback**

Have you seen the new “How are we doing?” link on HR’s website and email? Take the quick anonymous Customer Satisfaction Survey whenever you contact Human Resources.

Let us know: Did you get what you need in a timely manner? What do you think we can do to improve? We want to hear from you to help us serve you better.

---

**What is Your Ethnicity?**

**NEW!** The Office of Human Rights and Human Resources have partnered to offer our employees an opportunity to **self-identify and update** your race and ethnicity category(ies) in OPUS.

**What does it say in OPUS now?**

When you applied for a job with Pinellas County—however many years ago that was—you had the option of indicating your race and ethnicity on the application. What you entered (self-identified) is what you’ll see when you go to verify or update your race and ethnicity.

**Why are we doing this?**

The U.S. Department of Justice, Office for Civil Rights, revised the race and ethnicity categories used in their data collection and has provided new guidelines for state and local governments, including Pinellas County. The categories will assist us in our reporting requirements to the federal government as a recipient of federal funds, and are also consistent with the race classifications used in the United States Census, they more accurately reflect the diversity of our nation’s (and county’s) population, and they allow individuals to more accurately self-identify.

We’re working hard to get accurate data so that we can make sure the Pinellas County Government workforce is a true reflection of the diverse community we serve. You can help.

**What should you do?**

Take a moment to verify or update your demographic group in OPUS. See **How to Self-Report Ethnicity in OPUS.** If you don’t see an ethnicity selected, that means you have not previously self-identified.

This is **NOT** mandatory. If you elect not to self-identify, your current category will remain in effect.

**PLEASE NOTE:** In accordance with guidance from the federal government, persons who self-identify as BOTH “Hispanic or Latino” AND any other race will be included with those employees who self-identify as “Hispanic or Latino.”

If you have questions, please contact Human Rights at 464-4080.
What is Your Ethnicity?

NEW! The Office of Human Rights and Human Resources have partnered to offer our employees an opportunity to self-identify and update your race and ethnicity category(s) in OPUS.

What does it say in OPUS now?
When you applied for a job with Pinellas County – however many years ago that was – you had the option of indicating your race and ethnicity on the application. What you entered (self-identified) is what you’ll see when you go to verify or update your race and ethnicity.

Why are we doing this?
The U.S. Department of Justice, Office for Civil Rights, revised the race and ethnicity categories used in their data collection and has provided new guidelines for state and local governments, including Pinellas County. The categories will assist us in our reporting requirements to the federal government (as a recipient of federal funds), and are also consistent with the race classifications used in the U.S. Census, they more accurately reflect the diversity of our nation’s (and county’s) population, and they allow individuals to more accurately self-identify.

We’re working hard to get accurate data so that we can make sure the Pinellas County Government workforce is a true reflection of the diverse community we serve. You can help.

What should you do?
Take a moment to verify or update your demographic group in OPUS. See How to Self-Report Ethnicity in OPUS.
If you don’t see an ethnicity selected, that means you have not previously self-identified.
This is NOT mandatory. If you elect not to self-identify, your current category will remain in effect.
PLEASE NOTE – In accordance with guidance from the federal government, persons who self-identify as BOTH “Hispanic or Latino” AND any other race will be included with those employees who self-identify as “Hispanic or Latino.”

If you have questions, please contact Human Rights at 464-4880.
Instructions

How to Self-Report My Ethnicity in JPUS

You can verify or update your ethnicity in JPUS in a few easy steps as shown below.

1. Log into JPUS at [link]
   - Click HR Employee Self Service
   - Click Ethnicity

2. Review your ethnicity information

3. Option A: No changes
   - If you wish to keep the information as is, select Cancel, then click Yes to confirm

www.humanresources.pinellascounty.org
All employees have access to OPUS for time sheets, leave requests, course enrollment, etc.