2019 Human Resources Director Goals

July 11, 2019 Progress Report

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
  o Develop and communicate service standards to stakeholders
  o Provide development opportunities and ensure clear service expectations for HR staff

  HR staff meetings on May 1 and June 5 focused on Trusted Solution Partner theme (see attached)
  o Assess customer satisfaction across the department
  o Reward and recognize staff for demonstrating excellent customer service
  o Learn and apply Florida Sterling Council Criteria for Performance Excellence

  HR Director received the Advanced Leadership Program certification (see attached)

• Enhance engagement and trust with affected stakeholders, with particular attention to clarifying roles, managing expectations, and managing change
  o 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
  o Enhance stakeholder engagement and communication by providing regular opportunities for feedback and dialogue
  o Apply best practices for change management and ensure appropriate vetting with stakeholders when implementing new programs or changes to current programs
  o Attend at least 75% of EAC Representative and Delegate Meetings to cultivate effective communication and trust between employees and HR

  Continue HR Director’s “A Visit to Your Workplace” 1-on-1 meetings with EAC Representatives at their worksites (see attached)
  Meet individually with each Appointing Authority at least twice annually to foster effective working relationships, understand service needs, and solicit feedback
  o 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
  o Introduce onboarding module
  o Implement single sign-on and optimized applicant and employee experience
  o Implement FACE enhancements, including customizable review templates
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

**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
  *Provided flyer, information sessions, dedicated webpage with FAQs, video, email blast*

**Total Rewards**
- Implement Phase II of the Classification and Compensation Study
  *Provide secondary review process workshops for Exempt employees*
  - Work with Appointing Authorities and Personnel Board to establish new Exempt classifications
  - 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
  *HR Highlights presentation*
- 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

July 11, 2019 Attachments:
A. Trusted Solution Partner HR Staff Advance Transcription
B. Florida Sterling Council Certification and Overview
C. A Visit to Your Workplace as of 7/2/19
D. 2019 Employee Voice Survey Communication Plan and flyer
E. Classification and Compensation Study Phase II Exempt Workshops flyer
HR Solution Partners

**Respect**
- Protect chain of custody (only share information with needed players)
- All opinions matter
- Honor commitments
- Mutual trust and respect
- Be patient
- Let them know we care
- If "no", explain why
- Act transparently

**Strategy**
- Proactive anticipation of needs
- Innovative and Creative
- Open to feasible solution, providing possible options
- Gather all people needed, provide resources
- Know your own limitations in knowledge
- Understand business and processes
- Collaborate to problem solve
- Strategic and resilient
- Process improvement opportunities
- Share info and concerns with other COE’s
- Managing expectations
- Don’t be afraid to take measured risks
- Fierce conversations
- Get to root cause of problem
- Future focused – advise on next steps
- Communicate effectively
- Customized solutions (not 1 size fits all)

**Customer Focus**
- Think “with”, not “for”
- Effective listening with intent
- Build services around customer needs, don’t force customers to “fit” in our system
- Customer driven solution
- Clarify all the questions
- Flexibility
- Service level agreements
- Timely responses and being involved when something may be outside your domain (referral agents)
- Go to where partners are...don’t wait until they come to us
- Visibility/presence
ADVANCED LEADERSHIP CERTIFICATION

Holly Schoenherr

has successfully completed the Advanced Leadership Program

27th Annual Florida Sterling Conference
There is a Better Way
May 29-31, 2019

John A. Pieno, Jr.
Chairman Emeritus
Florida Sterling Council

Jack Steele
Advanced Leadership Track Manager
The Florida Sterling Council was formed in 1992, aligning with Florida Statues 110.235 and 381.001, as a not-for-profit, public/private partnership supported by the Office of the Governor (and public and private businesses). Our extensive corps of performance excellence professionals, which annually includes more than 150 examiners and a 40-member Board of Directors, maintains exceptionally high standards. We save organizations, and the state, millions of dollars annually.

The Florida Sterling Council has recognized 82 organizations as Governor’s Sterling Award recipients and role models. We have trained more than 2,000 examiners who have implemented Sterling practices within their own organizations. Through its leadership, programs, and volunteers, Sterling offers practices that drive results and success in both bottom-line performance and individual professional development.

Assessments

Sterling has five robust assessment processes that use the Criteria for Performance Excellence and are used by all organizations (regardless of size and sector):

- **Sterling Explorer** (non-competitive, 2 days with a Sterling expert consultant)
- **Sterling Challenge** (non-competitive, 5 days with an examiner team site visit)
- **Sterling Collaborative** (non-competitive, 4 days with expert examiners collaborating with senior leaders)
- **Governor’s Sterling Assessment** *
- **Governor’s Sterling Sustained Excellence Assessment** *

* Both assessments are reviewed by an independent panel of judges and, if selected, may be eligible for Governor’s Sterling and Sustained Excellence Award recognition

**Sterling Management Framework**

**ORGANIZATIONAL PROFILE**

**MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT**

**CORE VALUES AND CONCEPTS**

floridasterling.com  f  t  i  n  y
Training

We offer a multitude of high-value, high-impact training sessions for organizations of every size and sector. Results and savings are typically substantial; for example, the average ROI on Six Sigma Green Belt projects is $710,000 (prior to replication). We offer incredible value at a rate significantly less than other providers and have sustained satisfaction ratings of 98%.

Jump Start Business Success

An excellent starting point for organizational self-assessment, this training provides the foundation for providing critical insight into the key internal and external factors that shape an organization's operating environment.

Examiner Leadership Development

The Examiner Leadership training program prepares and develops qualified individuals to serve as Examiners in the Sterling/Baldrige Performance Excellence Criteria. Examiners develop and refine leadership skills and competencies, such as: business acumen, critical thinking, communication skills, Lean Six Sigma application, performance measurement, analytical skills, Key Performance Indicator (KPI) alignment to goals, and project management.

Emerging Leaders Academy

The Emerging Leader Academy is designed to teach a systems approach to leadership and management techniques through both classroom and practical application. The training is tailored to meet the unique needs of any organization and includes the completion of projects designed to positively impact organizational strategic objectives.

Lean Six Sigma Process Management Training

Sterling has multiple certification levels of Six Sigma application and knowledge for employees, key leaders, and executives:

- Advanced Yellow Belt (Yellow Belt, DMAIC, and Project Management)
- Green Belt
- Black Belt
- Executive Belt
- White Belt
- Silver Belt

Conference

Recognized as the premier conference in the nation for practical learning in leadership and management systems, the Florida Sterling Conference is held annually in late May/early June. The conference boasts 60 workshops, five Certification tracks, direct application and take-away tools, two keynote speakers, a Team Showcase which features problem solving process improvement strategies, a Products & Services Exposition, a Storyboard Competition, and extensive networking and best practice sharing.

Industry leaders address current challenges and trending topics, with presenters from around the nation who have demonstrated expertise and have sustained top satisfaction ratings. In our 25 years, we've hosted nearly 22,000 attendees who learned from the best organizational excellence presenters in the nation. The next conference is May 29 – June 1, 2018 at the JW Marriott Orlando Grande Lakes.

850-922-5316
floridasterling.com
registration@floridasterling.com
# Employees’ Advisory Council (EAC)
## A Visit to Your Workplace – Spring 2019
(as of 7/2/2019)

<table>
<thead>
<tr>
<th>EAC Member</th>
<th>Representing</th>
<th>Date</th>
<th>Meeting Time</th>
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<tbody>
<tr>
<td>Ashley Skubal</td>
<td>At Large</td>
<td>June 14</td>
<td>11:30-12:30</td>
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<tr>
<td>Henry Gomez</td>
<td>BCC Group I</td>
<td>July 10</td>
<td>2:00-3:30</td>
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<tr>
<td>Randy Rose</td>
<td>BCC Group II</td>
<td>June 12</td>
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<td>Lisa Arispe</td>
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<td>Charles Toney</td>
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<tr>
<td>Donna Beim</td>
<td>BCC Group V</td>
<td>May 3</td>
<td>3:00-4:00</td>
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<td>Doris McHugh</td>
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<td>April 30</td>
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<td>Bill Gorman</td>
<td>BCC Group VII</td>
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<tr>
<td>Clare McGrane</td>
<td>BCC Group VIII</td>
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<td>Leena Delli Paoli</td>
<td>Clerk North</td>
<td>April 30</td>
<td>3:00-4:00</td>
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<tr>
<td>Marion Nuraj</td>
<td>Clerk South</td>
<td>April 23</td>
<td>8:30-9:30</td>
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<td>Kevin Connelly</td>
<td>Other Appointing Authorities</td>
<td>May 9</td>
<td>8:15-9:15</td>
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<td>Christian Steiermann</td>
<td>Property Appraiser</td>
<td>April 26</td>
<td>8:00-9:00</td>
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<td>Linda Cahill</td>
<td>Supervisor of Elections</td>
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<tr>
<td>Richard Carvale</td>
<td>Tax Collector</td>
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2019 Employee Voice Survey Communication Plan

Overview
The biennial employee survey is each employee’s opportunity to tell leadership about their experience working at Pinellas County Government. A third party, HCP Associates, will perform the survey. This will be the fourth such survey conducted of Unified Personnel System (UPS) employees since 2013. The survey launches August 12, 2019.

Objectives
- Educate employees on the importance of the survey
- Distribute survey link to employees (HCP Associates)
- Monitor completion rates (HCP Associates)
- Complete and deliver results report to the Appointing Authorities (HCP and Human Resources)
- Assist Appointing Authorities with planning and executing organizational changes resulting from employee input from the survey (HR)

Goals
- Increase participation rate. In 2017, it was 74%. Goal is to increase to 75%.

Chosen Structure
- Online (anonymous)
- Paper copies per request (HCP)

Affected Entities
- All employees

Proposed Timeline
- May 14 - HCP to present to Appointing Authorities
- June - Finalize communications deliverables
  - Promotional flyer (HCP)
  - Identifying accomplishments post-2017 (AA)
  - Update Frequently Asked Questions (HR)
  - Supervisor toolkit (HR)
  - Poster (HR)
  - June 17 – Pen article on Information Sessions (HR)
  - June 25-27 - HCP Associates hosted 9 Information Sessions (attendance 300)
- July - Communications plans
  - July 2 - Two-Minute Tuesday video (Information Session presentation)
  - July 2 - Updated web page with revised FAQs
  - July 9 - Distribute Supervisor Toolkit
  - July 10 - Poster distribution
  - July 15 - Pen article (HR) sharing accomplishments post-2017 survey (AA)
- July 25 - Presentation to EAC Delegates
- July/August - Planning to attend departmental large group meetings (HCP/HR)
• August - Distribution and response collection (HCP)
  o August 5 - Leadership Notes article reminding of importance, encouraging supervisors to enable staff to take survey
  o August 12 - HCP sends email to distribute the survey
  o August 15 - Pen article launch (HR) including AA’s accomplishment based on results from 2017 employee survey
• August - Email blast reminder (HCP)
• November - Pen cover article with UPS results (HR)

Communications Deliverables
• Promotional flyer (HCP)
• Accomplishments post-2017, i.e., what has been accomplished as a result of the 2017 survey (AA, HR)
• Frequently Asked Questions (HR)
• Website www.pinellascounty.org/hr/employe voice (HR)
• Email blasts to employees (HCP)
• Supervisor Toolkit (HR)
• Talking points for internal communications coordinators (HR)
• Leadership Notes (HR)
• Posters to be created and distributed (HR)
• Two-Minute Tuesday video with Information Session presentation (HR)

Communication of Survey Results
• HCP Associates to share results with Appointing Authorities in October/November
• Meet with each Appointing Authorities to talk about their results (complete before November 15)
• Overall results to be shared in the November’s issue of the Pen
• Appointing Authorities encouraged to share their results with employees right away
On August 12, 2019, you will receive an email invitation asking you to rate aspects of your department, workgroup, supervisor, and offer general thoughts.

The survey is 100% confidential.

Pinellas County is embarking on its fourth consecutive Employee Survey. Tell us about your experience working at Pinellas County!

Here are some examples of actions taken following the last survey:

- Enhanced learning opportunities
- New and improved policies such as the Anti-Bullying Policy
- Studying and implementing competitive compensation structure
- Ongoing recognition initiatives
- Department-level surveys and action plans
- Staff retreats, workshops, and team building exercises
- Leadership planning for merit pay process

It is extremely important that you participate and encourage your co-workers to do the same so that we can act upon the needs and requests of our employees.

To facilitate confidentiality, responses will be received by our third-party research partner, HCP Associates, and only summaries will be shared with each Appointing Authority.

Look for the survey on Monday, August 12. Every voice matters!

For more information, visit: www.pinellascounty.org/hr/employeevoice
The Evergreen Exempt Employees Secondary Review Process Workshops are for Exempt employees participating in Phase II of the Classification and Compensation Study.

This does not include Exempt employees under the Clerk of the Circuit Court and Comptroller, Property Appraiser, Supervisor of Elections, and Tax Collector as those Constitutional Officers have chosen to maintain their current Exempt pay plan.

Later this summer our consultant, Evergreen Solutions, will be proposing classification/pay grade changes for some Exempt positions which may result in pay adjustments. Impacted employees will have an opportunity to request a secondary review from Evergreen.

Evergreen staff will lead the one-hour workshops to discuss the secondary review process and answer related questions.

TO REGISTER: Use the blue button below to access OPUS, select OLM Learner, select Learner Home, search for Evergreen, select Class & Comp Post-Study Review Evergreen, select Evergreen Exempt Employees Secondary Review Workshop, and select your desired location and time.

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Evergreen Exempt Employees Secondary Review Process Workshop Options
(all sessions are identical)

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<tr>
<th>Utilities Building</th>
<th>Supervisor of Elections</th>
<th>Public Works Building #1 (ERB)</th>
<th>Annex Building</th>
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<tr>
<td>14 S. Fort Harrison Avenue, 4th Floor Learning Center, Clearwater</td>
<td>13001 Starkey Road, Room 3 Largo (all visitors must sign in at the front desk)</td>
<td>22211 U.S. Highway 19 N., Room A230 Clearwater</td>
<td>400 S. Fort Harrison Ave., Room 429 Clearwater</td>
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www.pinellascounty.org/hr/study

Questions? Call (727) 464-3367