Call to Order
The EAC Representative & Appointing Authorities Joint Meeting was called to order at 2:00 p.m. by EAC Chair Lisa Arispe.

Introductions:
EAC Representatives, Appointing Authorities (AA’s) and others in attendance introduced themselves.

Doing Things! TV – Red Tide Response
Lisa Arispe played a short video titled Doing Things! TV – Red Tide Response which is being used in other counties and states to show the efforts that Pinellas County used to combat Red Tide. During fall 2018, Pinellas County successfully responded to the area’s worst red tide bloom in over a decade. This was accomplished through Public Works Environmental Management’s operational leadership, along with strong collaboration among coastal partners, municipalities and county departments including: Solid Waste, Parks and Conservation Resources, Marketing and Communications, Emergency Management, Convention and Visitors Bureau, and Economic Development.

The video is available for viewing at: https://www.dropbox.com/s/r31yo8xj3c99b7c/Doing%20Things%21%20Red%20Tide%20Response.mp4?dl=0

Merit Pay Plan: presented by Charles Toney
Merit increases continue to be an important topic brought to the EAC by employees. The EAC previously formed a committee that continued to work with multiple departments, including Human Resources and the Office of Management and Budget, to develop a merit pay system that we could forward to Appointing Authorities and the Personnel Board for consideration. Charles Toney provided the attached handout to all Appointing Authorities and EAC Representatives prior to the joint meeting. At the meeting he presented a PowerPoint presentation showing the value in establishing and implementing a merit pay system similar to the previous Pinellas County system. Charles presented information showing the estimated annual cost to the county for the implementation of our proposed merit pay system, and compared that to the estimated cost that the county spends annually in training new employees who later leave due to a presumed lack of merit pay. Charles also reminded the Appointing Authorities that any and all recommendations are to include the Clerk of the Circuit Court personnel and a method for funding.

It was clear from the meeting that the Appointing Authorities could see the value in implementing a merit pay plan; however they felt that there are still items that need to be worked out. Items that were specifically mentioned were making sure that the final product be as fair and equitable as possible. What defines going above and beyond? If an employee comes to work every day and does a good job, but they do no more and no less than the expectations, should they receive a merit increase? This question and questions like this will need to be answered.

Benefits Advisory Committee: Presented by Lisa Arispe
Lisa Arispe introduced Suzanne Pascarella to the EAC Representatives and the Appointing Authorities. Suzanne was recently elected as the appointee of the EAC on the Benefits Committee. Suzanne will join Lisa, and the appointees of each of the Appointing Authorities, in looking at the benefits that are offered to employees.

Lisa inquired about the status of the Benefits Committee, and it was stated that the schedule is to be discussed at the Appointing Authorities meeting that follows this meeting. The Appointing Authorities will also decide what they are looking to accomplish through the Benefits Committee and what the committee will be looking at.

**Wellness Program:** Presented by Ashley Skubal

Ashley Skubal provided each of the EAC Representatives and the Appointing Authorities with the attached information regarding the Wellness Program. The county encourages employees to participate in the Wellness series; however Ashley pointed out that currently some employees are able to attend the series on county time while others have to use their lunch hour. Ashley was asking that all employees be able to take the Wellness Series on county time so that it would be the same across the board.

Throughout the discussion several questions were asked: is there a possibility of offering the series as a four-hour class through OPUS rather than on four separate days; would the Wellness Series still be able to be incentivized if it were a four-hour class; why are some employees being allowed to use county time since the series was originally designed to be a lunch and learn.

There was no discussion on any changes to the program at this time.

**Paid Parental/Caregiver Leave:** Presented by Leena Delli Paoli

In October of 2017 the EAC requested that the Appointing Authorities allow married couples who are both Pinellas County Employees to each take up to 12 weeks of unpaid leave for the birth or adoption of a child. The Appointing Authorities agreed and the change was implemented. In 2018 the EAC requested that we be able to look into the possibility of offering paid parental leave, and at that time it was determined that the Appointing Authorities would like to see a benefits committee established and that perhaps they could look at the possibility of paid parental leave. With the fact that the Benefits Committee is still in the beginning stages and HR listed Paid Parental leave as a 2020 goal, Leena Delli Paoli asked if the EAC could establish a committee of its representatives to look at Paid Parental Leave as well as Caregiver Leave. Through discussion it was determined that Paid Parental Leave and Caregiver Leave should remain with the benefits committee as they will be looking at the entire benefits package, however the EAC could provide the Benefits Committee with information on the topic.

**Adjourned**

Meeting adjourned at 3:15 p.m.

| 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* | Christian Steiermann* | Charles Toney* |

*EAC Representatives in attendance at this meeting.
Employees' Advisory Council - Merit Pay Committee

Recommendations for a Merit / Performance Based Pay System

Objective: Develop a merit based pay system to forward to Human Resources, Appointing Authorities including the County Administrator, and Personnel Board for consideration.

Have a draft available and distributed prior to the May EAC / AA joint meeting for review and consideration for the 2019-2020 budget.

➢ What is the cost of NOT having a merit pay system? – increased turnover, repetitive hiring, increased time for training, less efficient work force ...

➢ What is the cost of replacing an employee? Human Resources (HR) representative on the committee provided some information on this question. Studies on the cost of turnover vary greatly depending on the position, difficulty of filling the position, location of position etc. but typical estimators are approximately 6-9 months of salary. This might be a high estimate but it is hard to take into consideration all of the impacts of turnover including the basic effort and time involved in recruiting, interview and onboarding, training of new the employee, and the cost to the department in terms of loss of productivity and impact on morale. Replacement costs may include: HR application reviews, hiring authority application reviews, interviews, orientation process, and training – most likely involves several co-workers time and usually about a two year process of the work team operating less efficiently while the new employee learns the job.

➢ Annual value added to current employees by NOT incurring the cost of replacing and training new employees. This is the value added worth to keep an employee that is performing the job duties in a satisfactory manner (meeting expectations).

➢ Some of the reasons for employees leaving employment with Pinellas County are (from electronic exit interviews): retirement, money, and management issues. Management issues continue to be a concern – implementing a 360° input on management reviews may help with accountability and may additionally help to reduce turnover.
Annual average non-retirement turnover for Pinellas County over the last five years averages about 170 employees per year = about 5.5%. Total turnover including retirement = about 9.3%. Annual average non-retirement turnover for Pinellas County over the last two years averages about 180 employees per year = about 5.8%. Total turnover including retirement = about 10.2%.

Annual average salaries = $53,400.00. 6 – months salary = $26,700.00. $180 * $26,700.00 = $4,806,000.00 = yearly cost for non-retirement turnover.

What is the number or percentage of employees leaving employment with the County due to slow progression of pay? 1/2 of 180 = $2,403,000.00.

Recommend a Merit pay based on a position impact weighted numbering evaluation system - % scale, utilizing an updated version of the evaluation system used prior to 2010. (See examples of the previously used: Employee Evaluation Pay Action Form and Rating Factor Definitions sheet – included). The Rating Factor Definitions were reviewed with the following possible revisions noted: Safety - may need to be revised to include OSHA requirements. Initiative - will be an important consideration for determining work that is performed beyond what is expected.

Use of a 400 point System and a 0-3% merit range - < 100 qualifies for general increase - no merit, 100-200 Good 0-1% merit, 200-300 Very Good 1-2% merit, 300-400 Excellent 2-3% merit. The 100 point spread in each category would be divided by four and merit increases available at each 25 point increase in the evaluation at 0.25% increments.

Current Pinellas County Budget – approximately $2.4 billion.
A proposed 3% merit pay is estimated to actually cost about 1.5% which equates to about $2.25 million (not all employees would be receiving a merit increase, not all employees qualifying for a merit increase are receiving 3%). Calculating factors – numbers utilized do not include the constitutional officers (Sherriff, etc.), 1% of employees' salaries equals about $1.5 million, merit increases would range from 0 - 3.0%, estimated that approximately 85% of work force would receive a merit increase. This would also cover the cost to include merit increases for approximately 310 state funded employees with the Clerk of the Court.
Considering that the mid-point of the employee salaries are based on what the market is paying for these positions in our area, it is important to ensure that employees that are meeting expectations have the ability to reach the mid-point of their pay grade within five years. It is estimated that it would require at least 4.5% per year of combined: general increase on mid-point, merit on actual salary, and other: career ladder and/or step increase to achieve mid-point within a five year time span.

Considering that the general increase is based on mid-point and most of the career ladder and step increases are focused at the start (first five years) of employment – the percentage increases would naturally taper off after reaching mid-point of the salary range. At this point – trained employees would also be better qualified for promotional opportunities.

Recommend that Merit pay increases be reestablished and used with the General Increase not replacing it. Merit pay increases are based on actual salary and added to base pay.

Other Considerations

- Reminder – Clerk of the Court budgeting – all/any recommendations are to include Clerk of the Court personnel and a method for funding.

- Out of the box suggestion – Develop a self-funding employee merit pay system – retain an ongoing % of suggestion awards continued cost savings, and capture a % of non-tax county income (fertilizer, real estate, sale of surplus items, energy, etc. – Enterprise issue?).

- Cost of Labor Adjustment (Cost of Living, Market Survey Adjustment, General Increase) - % of mid-point to be added to base pay – annual adjustment (if warranted). Cost of Labor increases should/could be based on an established index on a given date for budgeting purposes.

- Special Merit Raise is available - but seldom used to recognize and reward classified employees. The Special Merit is being utilized with some career ladder programs.
For underperforming employees there should be potential for pay reduction as provided for in the Personnel Rules – this should rarely occur if the FACE review system is properly utilized on a regular basis – Unified Personnel System.

Potential benefits of reestablishing a merit / performance based pay system:
  o Reduce turnover of employees.
  o Create a more efficient work force.
  o Increased employee morale.
  o Increased ability to attract the best qualified employees.
  o Increased ability to retain the best qualified employees.

Potential downside of not having a merit / performance based pay system:
  o Could be contributing to employee turnover
  o Could contribute to a less efficient work force.
  o Could contribute to a decreased employee morale.
  o Could decrease the ability to attract the best qualified employees.
  o Could decrease the ability to retain the best qualified employees.

Florida Retirement System - based on five highest years earnings.

Must have a merit / performance evaluation system that is fair and equitable.

Questions:
  o Timing of merit pay evaluations and payroll changes? Employee anniversary date, annual date for all employees, spread out quarterly?
  o What other similar sized public sector organizations are using a merit / performance based pay system as part of the employee review?

Thanks to: Human Resources – Meagan Decker and Jack Loring, Office of Management and Budget - Bill Berger, County Administrator - Barry Burton, Clerk of the Court – Ken Burke & Bill Seiter, and members of the Employees’ Advisory Council – for providing information and participating in the gathering of the information presented.
**PINELLAS COUNTY PERSONNEL PAY ACTION**

**NEW HIRE [ ] CHANGE OF STATUS [ ] EFFECTIVE DATE [ ]**

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**Performance Rating**

- An Unsatisfactory rating in any factor may result in denial, decrease or delay of a merit salary increase. See back of page for factor descriptions.

**EMPLOYEE EVALUATION**

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**TOTAL POINTS:**

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**OVERALL RATING:**

*For Supervisors Only*

**COMMENTS:**

**EMPLOYEE SIGNATURE**

**RATING AUTHORITY**

**REVIEWING AUTHORITY**

**DEPARTMENT HEAD**

**APPOINTING AUTHORITY**

**DIRECTOR OF PERSONNEL**

In signing this report, it is understood that I may not necessarily agree with the conclusions of the rater. I understand that I may write any comments either above or on an additional sheet if required. It is further understood that I may appeal this rating to my supervisor within ten (10) working days from the date of my signature. Additional sheet used:

You may refuse to sign this review.

(For Employees Only)

Revised 11/2/2009
FACTOR DEFINITIONS - SUPERVISORY AND NON-SUPERVISORY PERSONNEL

QUANTITY OF WORK: The amount or volume of acceptable work completed in a timely manner. Refers to how much of a product or service an employee or a supervisor/managers work unit produces as compared to basic requirements of the position.

QUALITY OF WORK: How good the products or services produced are. Refers to accuracy, neatness, thoroughness, and compliance with specifications, as compared to the basic requirements of the position.

JOB KNOWLEDGE: An understanding or grasp of the skills, information and duties required to meet the responsibilities of the position. This includes staying current with changing technology, processes, legislation, methods, concepts and techniques.

DEPENDABILITY: Acceptance of responsibility, ability to work under pressure, willingness to follow instructions, ability to meet deadlines. Flexibility and the willingness to change plans as necessary to accomplish basic requirements of the position.

COMMUNICATION AND INTERACTION SKILLS: Effective use of oral and written communication skills. Includes interpersonal behavior such as tact, courtesy, integrity, discretion, listening skills and helpfulness in dealing with others.

JUDGEMENT: Effectiveness in making correct decisions and prioritizing the workload. The ability to determine the relative importance of information and choosing a worthwhile or appropriate course of action.

SAFETY: Observation of safety rules and practices as prescribed by organizational policy, procedures, and supervisory direction. (OSHA)?

INITIATIVE: The amount of direction needed to accomplish job responsibilities. The degree beyond the basic requirements the employee seeks to achieve. Self-starting as opposed to needing others to begin work efforts. Also may include creativity, improving work methods, and seeking additional work or responsibility.

OPTIONAL: An organization may establish additional factors pertaining to that particular organization or position. Factors to consider include, but are not limited to "Goal Accomplishment," "Customer Service," "Teamwork and/or "Self-development and Improvement." Any established OPTIONAL factors should be clearly described.

SUPERVISORY TASK SKILLS (for Supervisors only): Ability of supervisor to plan and organize the work, establish goals and priorities, analyze and evaluate organizational effectiveness, and make sound decisions. Ability to apply management techniques to ensure compliance with organizational policies and directives, to control quality, quantity, time and costs.

SUPERVISORY LEADERSHIP SKILLS (for Supervisors only): Ability of supervisor to provide encouragement, guidance and direction to subordinates with regard to their development and improvement. Coaching, counseling and helping employees overcome job problems and develop career plans. Assessing performance strengths and deficiencies, encouraging and rewarding employees, and/or exercising appropriate discipline. Complying with EEO laws and County EEO policy and Affirmative Action requirements.

APPEARANCE: Appropriate physical grooming and attire for the position.

ATTENDANCE: Conformity to established working hours and schedules, and adherence to County expectations of attendance regarding use of annual and extended leave, scheduling, punctuality, etc. (Note: FMLA excused absences cannot be used to evaluate this factor.)
Wellness Program

By Ashley L Skubal

Goal: Make it uniform across the county to allow employees to attend Wellness Education Classes on county time.

Classes through opus are currently recognized across the board as growth and development opportunities and are taken/scheduled on county time.

At this time the wellness series is not recognized in this same way. Rather some are required to use their lunch to attend the classes. Wellness education is imperative to our organization as these programs offer many benefits not just at work but also in the personal lives of our employees.

Promoting and supporting work/life balance programs, especially the wellness series, in the work place has the potential to

- increase productivity
- increase attendance
- reduce stress and increase happiness of staff
- give the staff a sense of higher value
- improve mental health
- have a more engaged staff

In a 2018 Federal Government study, they found that employees who engaged in work/life balance and health & wellness programs exceeded performance expectations, were more satisfied with their jobs, improved health, were able to manage stress better, and saw an increase in moral.

82% of those employees felt that their supervisors supported time off for personal and family responsibilities but only about half felt that work-life programs were supported.

In our fast-changing society, work/life programs and wellness education are becoming more prominent and sought after in benefits packages. The article attached provides information on the top 20 companies and some of their benefits from 2017.

We are already ahead of the game as we have had other local governments reach out to us to find out what we are doing and how they can use our "wheel" to improve their own programs. With that being said, making it uniform across the county to allow employees to attend Wellness Education Classes on county time can only improve things for our organization and employees.
Increasingly, working women claim to be giving up on achieving work-life balance.

Multiple surveys have shown that above all else, millennials want flexibility in where, when and how they work. One EY survey found that nearly 40 percent of young workers would even consider moving to a different country in order to achieve better balance in their lives.

"In today's tight labor market, proper work-life balance practices are essential for employee retention," says Paul Wolfe, senior vice president of HR for job search site Indeed.

Indeed recently analyzed over 10 million company reviews to identify the 20 companies with the best work-life balance. According to Wolfe, empathy is the special ingredient when it comes to cooking up a healthy work-life balance for employees.

"Companies who are empathetic and proactively work to provide the appropriate personal time for employees tend to stand out," he says. "Comments we have seen from employee reviews for these companies indicate 'fair' and 'flexible' work environments."

Wolfe goes on to explain that these positive reviews "can be achieved by empowering managers to approve flexibility for their employees."

Notably absent from the list are tech startups, despite their reputation for providing the best benefits to their employees.
“What is surprising about this list is the diversity of the industries – with transportation, food retailers, consumer products, banks, healthcare and more – which shows that any company of any size and in any industry can offer a workplace with balance,” says Wolfe. “Work-life balance can be baked into a company’s culture in any number of unique ways that fit the organization’s structure, whether you are a traditional nine-to-five, or one that operates around the clock.”

No matter what your company does, it has never been more important to think about providing the most balance and freedom for your employees.

Check out the list of the 20 highest-rated companies for work-life balance, as well as some of the benefits they offer their employees:

20. Wegman’s

Wegman’s Wellness Program includes customized yoga programs, subsidized Weight Watchers at Work meetings and employee fitness discounts.

19. Starbucks

The Starbucks College Achievement Plan gives employees who work more than 20 hours a week the opportunity to complete a bachelor’s degree with full tuition coverage for every year of college through Arizona State University.

18. Trader Joe’s

The beloved food retailer emphasizes flexibility in their corporate culture. The Trader Joe’s website states, “We don’t believe you have to compromise important priorities in your life to be in ours.”

17. Raytheon

Raytheon offers flexible work schedules including compressed work weeks, flextime, job sharing, reduced hours and telecommuting.

16. American Express

American Express offers flexible work arrangements to some employees so that they can work on their own schedule.

15. Honey Baked Ham
The HoneyBaked Employee Assistance Relief Team (H.E.A.R.T.) provides support to employees who are affected by disasters.

14. Pfizer Inc.

While Pfizer benefits vary by country, the company does offer online mentorship resources to all employees.

13. Cisco

All teams at Cisco are provided with a "Fun Fund" which can be spent on celebrations and fun activities.

12. Spirit Halloween Superstore

The seasonal retailer provides associates with a 30 percent discount on merchandise as well as competitive benefits.

In today's tight labor market, proper work-life balance practices are essential for employee retention.

Paul Wolfe
Senior Vice President, HR, Indeed

11. Capital One

Capital One's Employee Assistance Program offers counseling services to all employees.

10. Chick-Fil-A

Eligible regular full-time corporate staff members at Chick-Fil-A receive a wide range of employee benefits including fitness services.

9. Century 21

The department store chain offers employee discounts on all merchandise purchased in store.

8. NIKE
NIKE employee benefits vary by position, experience and location. However, some workers receive perks like paid sabbaticals, fitness discounts and tuition assistance.

7. Southwest Airlines

Perhaps the biggest perk of working for Southwest Airlines is that all employees have free unlimited travel privileges for themselves and eligible dependents on Southwest flights.

6. Intuit

The tech company encourages all employees to spend 10 percent of working hours pursuing an idea they are passionate about.

5. Kaiser Permanente

In 2007, Kaiser Permanente launched the Healthy Workforce Initiative which aims to help all employees live healthy and balanced lives.

4. H-E-B

H-E-B, one of the largest independent food retailers in the nation, is headquartered in San Antonio, Texas, and has an emphasis on learning and development.

3. In-N-Out Burger

The beloved fast-food chain offers benefits like flexible scheduling, free meals and a 401(k) plan.

2. Network Capital Funding Corporation

Network Capital Funding Corporation was recently selected as the "Best Mortgage Company to Work For" in the United States by Mortgage Executive Magazine in part because of their commitment to work-life balance.

1. H&R Block

Apart from a respectable benefits package, H&R Block also provides employees with tax preparation services, legal services and tuition assistance.
Prepared by Leena Delli Paoli

Call to Order
The EAC Representative meeting was called to order at 2:30 p.m. by Chair Lisa Arispe.

Approval of Minutes
- The March 20, 2019 Representative meeting minutes were approved with a motion by Donna Beim, seconded by Chris Steiermann. Motion passed unanimously.
- The March 21, 2019 Delegates meeting minutes were approved with a motion by Bill Gorman, seconded by Clare McGrane. Motion passed unanimously.

Comments from Holly Schoenherr, Director of Human Resources
- 2019 Human Resources Director Goals – used feedback received from the EAC, Appointing Authorities, and the Personnel Board to propose the 2019 Human Resources Director Goals to the Personnel Board for approval. The attached 2019 Human Resources Director Goals were adopted by the Personnel Board at their April 4, 2019 meeting.
- EAC Representative Visits – Over the next few weeks, Holly Schoenherr plans to visit each of the EAC Representatives at their work locations. These visits will allow her not only to see what it is that each of the Representatives and their colleagues do, but also to be seen more by employees.
- Transparency and Benefits Education – Expanding the group of individuals who review the previous year’s benefits programs to include the EAC Chair, or alternate, and Appointing Authorities. [In the interest of transparency and education, the EAC Chair, along with Appointing Authorities, were invited to attend United Healthcare’s annual review of Pinellas County’s health plan programs for 2018.]
- Drug-free Workplace Policy – The Drug-free Workplace Policy was updated to include specific language required by the Federal Government. All employees hired prior to January 14, 2019 must sign and submit the acknowledgement of receipt and understanding by May 3, 2019.
- Classification and Compensation Study – HR conducted thirty-five (35) of the thirty-six (36) appeals of Evergreens final decision, with the last appeal being scheduled for April 18, 2019. Research is still underway on some of the cases, and others have already received their response. If HR determines that there will be no change to the Evergreen decision, the employee may choose to appeal to the Personnel Board.
- Classification and Compensation Study – Phase II of the Evergreen Study, which includes exempt employees and possible career ladders, is currently underway.
- Cost of living increase – A recommendation for the across the board cost of living increase was submitted, however it still requires approval by the Board of County Commissioners. [HR made a recommendation to OMB for salary adjustments in FY20 based on cost of labor trends.]
- Paygrade increase – A recommendation was submitted to increase the minimum and maximums for each of the paygrades, however it still requires approval from the Personnel Board.
Contact EAC Link – Lisa Arispe questioned the link to contact the EAC which is listed on the HR website, this will be corrected so that any emails are sent directly to the EAC Chair and Vice Chair. At some point it was changed and the emails were being sent to HR to then forward to the Chair.

**Personnel Board 04/04/19 Comments**
- Jack Loring from Human Resources gave a *riveting* presentation to the Personnel Board regarding the Classification and Compensation appeals that are currently underway.

**Committee Reports**
- Advocates – No updates
- Legislative – No updates
- Awards Committee – Last meeting was April 4, 2019. Four (4) suggestions were submitted. Two of the suggestions were approved and two are pending supervisor approval. Information about the approved suggestions, and the amount that the submitting employees will receive, will be listed in the upcoming Pen.
- Other - Merit Pay Committee – continuing to update the former Merit Pay system this plan will be presented to the Appointing Authorities at the next joint EAC/AA meeting on May 14, 2019.

**Old Business**
- Chris Steiermann was officially elected to fill the vacant Property Appraiser seat with a motion by Richard Carvale, seconded by Doris McHugh. Motion passed unanimously. Under the bylaws of this Council, Mr. Steiermann will have full voting rights.
- HR Director Review Process and Procedure – tabled until next meeting
- EAC and Appointing Authority Combined Meeting – Scheduled for May 14, 2019
  - Topics to be presented:
    - Merit Pay – Presented by Charles Toney
    - Travel Time for Lunch and Learn – Presented by Ashley Skubal
    - Benefits Committee – Presented by Lisa Arispe
    - Parental/Caregiver Leave – Presented by Leena Delli Paoli

**New Business**
- Benefits Committee – The benefits committee will include one EAC Representative and one EAC appointee. Suzanne Pascarella will serve as the EAC appointee with a motion by Clare McGrane, seconded by Randy Rose. Motion passed unanimously.
- EAC Appointee to the Personnel Board – The EAC appoints two members to serve on the Personnel Board. EAC appointee, Keith C. Dekle is unable to continue at this time. Paul Rogers will serve as the second EAC appointee to the Personnel Board with a motion by Donna Beim, seconded by Bill Gorman. Motion passed unanimously.
  - Paul Rogers was a Pinellas County employee for thirty-four (34) years. He served on the EAC for twelve (12) of those years; four (4) of them as the chair. Mr. Rogers regularly attends the Personnel Board meetings, and has a clear understanding of the processes.
- Meeting Recorder – Chair Lisa Arispe requested a recorder for use at the EAC meetings as an aid to the Secretary.
- Media Policy – The EAC does not have an established media policy. If contacted by the media, council members should refer to their Appointing Authorities Policy.
- Bylaws – Proposed changes to the EAC Bylaws will be forwarded to the County Attorney for review. No changes to the Bylaws will be made without the approval of the council.
Question was asked regarding childcare, FSA limits, and the possibility of having our own Pinellas County employee daycare.
  o FSA limits are set by Federal Guidelines
  o Coordinated Child Care would be the best option for employees
  o 211 may be able to provide employees with other options

Recently Express Scripts released information to the media regarding steps that they are taking to cut insulin prices. More information will be given to employees as it becomes available.

Adjourned
Marion Nuraj made a motion to adjourn at 5:05 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*  Christ Steiermann*  Charles Toney*

*EAC Representatives in attendance at this meeting.
Proposed 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
  - 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
  - Enhance decision support services for Appointing Authorities through more robust dashboards, key performance indicators (KPI’s) and other workforce reports from Human Resources

PINELLAS COUNTY IS AN EQUAL OPPORTUNITY EMPLOYER
BYLAWS OF
EMPLOYEES' ADVISORY COUNCIL
TO THE PERSONNEL BOARD OF THE PINELLAS COUNTY
UNIFIED PERSONNEL SYSTEM

2019 Changes - Draft showing changes

Article I
NAME
This body shall be known as the Employees' Advisory Council to the Personnel Board of the Pinellas County Unified Personnel System, hereinafter called the Council or EAC.

Article II
STATEMENT OF PURPOSES AND OBJECTIVES

Section 1 - The express purpose of the Employees' Advisory Council, acting as a representative body of all classified employees, shall be to serve in an advisory capacity to the Personnel Board, management and their fellow employees.

Section 2 - To improve understanding between management and employees, the Council shall render assistance both to management and their fellow employees.

1. Members of the Council are urged to assist in resolving problems between employees and management where such assistance would not interfere or interrupt the general procedures set forth in the rules dealing with such matters.

2. Where there is evidence of unjust or unnecessary treatment involving a group of employees, the Council shall investigate and attempt to resolve the matter with those parties involved.

3. When conditions warrant, and with the approval by the Council, the Appointing Authorities may be invited to any Council meeting for discussion of mutual problems or information sharing. In addition to any such meeting, informal discussion between the Appointing Authorities and the Advisory Council are encouraged.

Section 3 - The Council is charged with developing and recommending ideas related to working conditions, morale, public image, efficiency, employee safety, employee insurance programs, and other employee related benefits.
Section 4 - The duties of the Council members shall be to transact all business brought before the Council for said Council's disposition.

Section 4 5 - Furthermore, no member of the Council shall use it as a means for personal or political gain, nor shall the Council as a whole take part in any movement not in keeping with the real purpose and objective of the Council.

Article IV III

MEETINGS

Section 1 - MEETINGS: Normally there shall be regular monthly meetings of this Council on the third (3rd) Wednesday of each month. Said meetings to be held at 2:30 p.m. at a designated location.

Section 2 - SPECIAL MEETINGS: Special meetings may be held at the call of the Chairperson or Vice Chairperson, by the request of at least eight (8) members of the Council, or by the Director of Human Resources.

Section 3 - NOTICE: Normally at least three (3) days’ notice of each special meeting shall be furnished to each member of the Council.

Section 4 - ORDER OF BUSINESS: The order of business at regular meetings shall be:

1. Call to Order
2. Roll Call and Introduction of Guests
3. Approve Minutes of Previous Meeting
4. Committee Reports
5. Old Business (unresolved issues)
6. New Business (issues brought up for the first time)
7. Adjournment

Section 5 - QUORUM: Eight (8) of the members constitute a quorum for the transaction of business.

Section 6 - VOTING: Every member of the Council shall have the right and be entitled to one vote, in person, upon every proposal properly submitted to vote at any meeting. Council members may vote on an individual proposal by Proxy by sending an email to the Chair with the Proxy’s name prior to voting.

Article IX

Section 7 - RULES OF ORDER

"Robert's Rules of Order" shall be the parliamentary authority for all matters of procedure not specifically covered by these Bylaws.
Section 8 - HUMAN RESOURCES DEPARTMENT'S ROLE: In addition to the duly elected members of the Council, The Director of Human Resources or his/her designee shall act in an advisory and liaison capacity to the Council.

Article V  Article IV

MEMBERSHIP

Section 1 – MEMBERS: Membership of this Council shall consist of fifteen (15) members.

COUNCIL COMPOSITION

Section 2 - MEMBER COMPOSITION: The Council shall be composed of fifteen (15) members to be apportioned as follows:

Tax Collector - One (1) Member
Clerk of the Circuit Court - Two (2) Members
Property Appraiser - One (1) Member
Supervisor of Elections - One (1) Member
Other Appointing Authorities - One (1) Member
Board of County Commissioners - Eight (8) Members
Representative At Large - One (1) Member
TOTAL EAC MEMBERS - Fifteen (15) Members

One Council member shall be elected from each of the following Groups:

(1) TAX COLLECTOR
(1) CLERK OF CIRCUIT COURT GROUP 1 - NORTH COUNTY
(1) CLERK OF CIRCUIT COURT GROUP 2 - SOUTH COUNTY
(1) PROPERTY APPRAISER
(1) SUPERVISOR OF ELECTIONS
(1) OTHER APPOINTING AUTHORITIES (Representing: County Attorney, Office of Human Rights, Human Resources, Forward Pinellas, Business Technology Services)
(8) BOARD OF COUNTY COMMISSIONERS - 1 from each of 8 Groups
Council Member selected by Appointment:

(1) REPRESENTATIVE AT LARGE – appointed by a quorum of the 14 EAC Elected Members
**Section 3 - GROUP COMPOSITION**: The Council shall establish the composition of each Group according to geographical, organizational and numerical considerations, in a manner that will best serve the established purposes and objectives of the Council.

**Section 4 - TERM**: Council members shall serve two (2) year terms, except the Representative At Large – which shall serve a one year term.

The commencement of each term shall be staggered so that no more than eight (8) of the Council seats will need to be filled through a regular election at one time.

**Section 5 - QUALIFICATIONS**: The members shall have been employed for at least one year by Pinellas County as a permanent employee of the classified service. No member of the Council may be under employment of the Human Resources Department. Human Resources has advisory and liaison capacity to the Council and Human Resources Department Classified employees are represented by the Council member serving the Other Appointing Authorities Group.

**Section 5 - POWERS TO ELECT OFFICERS**: The Council, at their December meeting each year, shall elect a Chairperson, a Vice Chairperson, and a Secretary. These officers will take office at the first scheduled meeting in January.

**Section 6 - REMOVAL OF OFFICERS AND/OR MEMBERS**: Any officer and/or member may be removed by the Council whenever, in the judgment of the Council, the best interest of the Council will be served thereby, by a two thirds (2/3) vote of the Council, after two (2) weeks notice and reason for removal to the members of the Council and the Human Resources Director. Members missing three (3) consecutive monthly meetings or six (6) meetings over a twelve (12) month period shall have a review by the Council with the possible action of removal.

**Section 6 7 - ANNUAL REPORTS**: The Chairperson shall present his/her respective report of operation of the Council for the preceding year, at the December meeting of the Council.

**Article V**

**ELECTION PROCESS**

**Section 7 1 – Election Process**: It shall be the responsibility of the Employees' Advisory Council to establish, with the approval of the Personnel Board, the electoral process for all parties elected to said Council and for classified service employees within the Unified Personnel System aspiring to be elected to the Council.

**Section 2 – Elections Committee**: The Council shall appoint an Elections Committee to oversee this election process including the responsibility of supervising the Primary and the General Elections. The Elections Committee shall consist of three council members not up for re-election. It shall be the Elections Committee's responsibility to oversee the voting process as well as addressing and investigating any irregularities in the campaign, nomination and voting processes and referring them to the Council for disposition.
Section 3 - Election Policy: The Elections Committee shall conduct each election annually in accordance with the policies and procedures approved by the Employees’ Advisory Council each year. The policies and procedures shall be approved by the Employees’ Advisory Council no later than the July meeting.

Section 9 4 – Election Review Request: A classified employee who believes that inappropriate activities, such as violation of campaign rules, voter fraud, voter coercion, etc., have significantly affected a primary or general election, may file a written complaint to the Elections committee, which shall investigate the matter and present a report to the chairperson. If, in its report, the Elections Committee finds merit in the complaint, the chairperson shall schedule a meeting, within ten working days, for the entire Council, during which it shall review the Elections Committee report and consider what action to take regarding the situation. After considering the evidence presented, and the greater good to all concerned, the Council, with the support of two-thirds vote of those voting, may require a new election in the EAC group(s) affected.

Article VI

AT LARGE REPRESENTATIVE

The At Large Representative shall be appointed by a quorum of the other 14 representatives on the Council following the election of officers. This representative shall serve for a one two-year term and is eligible for reappointment by a quorum vote of the Council at the end of each one two-year term. This representative shall meet the same employment qualifications as the other representatives on the Council and shall be subject to the same removal procedures as the other members on the Council.

Article VII

COUNCIL MEMBER VACANCY

When a vacancy arises in any group of the Council, the Council has the option of either selecting a "spokesperson" who will fill the role until the next annual election, or selecting the remaining eligible candidate with the second most votes in the last General Election for that group.

Section 1 – Eligible Candidate: If the council selects the remaining eligible candidate with the second most votes in the last General Election, the new Council member will have complete voting privileges and will serve for the unexpired term of the former member.

Section 2 - Appointment: Instead of selecting the remaining eligible candidate with the second most votes in the last General Election, the Council shall have the authority to appoint, by two-thirds (2/3) vote of the existing Council members, a spokesperson from the affected Group to speak on behalf of the employees affected by the vacancy. Any Council member may nominate an employee for discussion and vote. Under this option, this person will not vote on Council business unless there is at least six months remaining on the original term vacated, if so the Council may grant voting rights. At the next annual election, a replacement shall be selected following normal election procedures regardless of whether or not that group was scheduled for election that year. The new Council member will have complete voting privileges but, if necessary will face re-election the following year in order to return the group to its scheduled election cycle.
Article VIII – Section 8 – EAC Delegates

The Council members shall, with approval of the affected Appointing Authorities, determine the number of delegate areas necessary to adequately represent employees in an EAC group.

Delegates shall be selected in a manner prescribed by the Council and the appointments made with the approval of the Council.

The delegate roster shall be updated in January of each year or as needed due to organizational or staffing changes. Council members are responsible for assuring that each of the delegate areas in their group is staffed. New delegates are introduced at the March delegate meeting.

Article VIIIX

OFFICERS

Section 1: OFFICERS' DUTIES: Officers of the Council shall perform the following duties:

Section 2: The CHAIRPERSON shall:

1. Preside at all meetings of the Council.
2. Make all Committee appointments.
3. Be a member Ex-Officio of all committees.
4. Represent the Council on any external committees, working groups, or other similar activities within County government wherein Council participation has been designated or invited.
5. Perform all other duties pertaining to the Office of the Chairperson.

Section 3: The VICE CHAIRPERSON shall:

1. Act as Chairperson in his/her absence.
2. Perform all other duties pertaining to the Office of Vice Chairperson as prescribed by the Chairperson and/or the Council.

Section 4: The SECRETARY shall:

1. Record the minutes of all meetings.
2. Take attendance records at all meetings.
3. Maintain Committee reports.
4. Perform such other duties as may be delegated by the Council of the Chairperson.
5. Publish approved minutes for distribution.
Article VII X

COMMITTEES

Section 1: The Chairperson shall appoint members of the Council to serve on committees.

Section 2: All committees shall provide agendas and verbal reports at all subsequent meetings until completion or release.

Section 3: The Chairperson is an Ex-Officio member of all committees.

Article VIII XI

OPERATIONAL YEAR

The operational year of the Council shall be January 1 of one calendar year through December 31 of the same calendar year.

Article XII

DIRECTOR OF HUMAN RESOURCES - ANNUAL EVALUATION

The Council's annual evaluation of the Director of Human Resources shall occur no later than the first week in December for review of the previous year. The Council may call a Special Meeting for the purpose of this discussion and review. The review and comments will be presented at the scheduled December Council meeting for discussion and approval. Upon approval by the Council, the evaluation will be forwarded to the Personnel Board and to the Human Resources liaison to the Council.

Article X XIII

AMENDMENTS

The Council may later amend, revise, add to, or repeal these Bylaws and/or adopt new Bylaws at pleasure by a two thirds (2/3) vote of the members of the Council after two (2) weeks notice to the members and the Director of Human Resources and approval of the Personnel Board.
Employees’ Advisory Council – Representative Meeting Minutes  
County Office Annex, Room 429, Clearwater, FL  
Wednesday, May 15, 2019, 2:30 p.m. – 4:41 p.m.

Prepared by Leena Delli Paoli

Call to Order
The EAC Representative meeting was called to order at 2:30 p.m. by Chair Lisa Arispe.

Approval of Minutes
- The April 17, 2019 Representative meeting minutes were tabled until the next meeting.

Comments from Holly Schoenherr, Director of Human Resources
- EAC Representative Visits – At the April meeting Holly Schoenherr had stated that she planned to visit each of the Representatives at their work site to see what it is that each of us does and also to meet some of our colleagues. She met with some of the Representatives, but still has a few more visits to do.
- United Health Care – A meeting is scheduled with United Health Care for May 22nd in which Lisa Arispe and Suzanne Pascarella will attend.
- Classification and Compensation Study – All of the Human Resources Appeals have been completed. Twenty of the employees who appealed have already received the results. The remaining employees should receive their results by the end of May. After receiving their results, two of the employees have expressed interest in having their appeal heard by the Personnel Board.
- Benefits Committee – Human Resources will take the lead on this committee. Due to other areas of the HR goals, this will take place in 2020.
- Merit Pay – In order for the Appointing Authorities to come up with a good plan, they will need to have further discussions which will probably take place in June. Holly plans to take an anonymous survey at the EAC Delegate Meeting to get their thoughts on how they think the Merit Pay system should work.
  - The merit pay system must have set requirements to clearly show what is expected and what is considered above and beyond.
- 2019 Employee Voice Survey – The survey should roll out in Mid-August. HCP Associates will conduct the survey again this year. Using an outside company allows for employees to answer survey questions honestly and without the fear that they will not remain anonymous. No members of Human Resources, or other Appointing Authorities, receive the raw data. HCP Associates are scheduled to attend the July EAC Delegates Meeting.
- Meeting between Holly Schoenherr and Lisa Arispe – A meeting was held to discuss the attendance of Human Resources employees at the EAC Representative meetings. As a result of the meeting less HR staff will attend the meetings. Jim Valliere and Carol Strickland will attend the meetings as liaisons to the EAC and a benefits representative will attend to discuss any benefits questions. No management from HR will attend the EAC Representative meetings unless they are attending in place of Holly.
- Outside Requests for Employee Records – All personnel records are public records and will be provided upon request. Only items that are considered protected under Florida Statute will be
redacted. If there is confusion over the request we may ask for clarification, however we are not able to ask why the information is being requested.

**Personnel Board 05/02/19 Comments**
Marion Nuraj attended the May 2nd Personnel Board Meeting. As Vice Chair, he updated the Board on our plans to discuss Merit Pay at the upcoming EAC/AA Meeting and proposed Bylaw changes that are still under discussion.

**Committee Reports**
- Advocates – Camille Evans placed information about the Employee Advocate Program in the Leadership Notes. The information encourages leadership to allow employees to become advocates.
- Awards Committee – The information about the awards that were just given out should be coming out in the next issue of the Pen.

**Old Business**
- HR Director Review – Lisa Arispe will ask the Personnel Board about their timeline for the upcoming year.
- Bylaw changes and SOPs – Several motions were made and withdrawn regarding Bylaw changes and the implementation of SOPs.
  - Based on the specific language of our current bylaws, we must first provide notice to the Personnel Board, and the Human Resources Director, of our intent to make changes to the bylaws.
  - We did not feel that mentioning that we were looking at amending the bylaws at the Personnel Board Meeting qualified as notice, so it was decided that Lisa Arispe will instead send each of the Personnel Board Members written notice of our intent to amend the bylaws. The Human Resources Director, Holly Schoenherr, was noticed at this meeting.
  - Each of the EAC Representatives are able to suggest Bylaw changes and/or ideas for SOPs and send them to Lisa Arispe.
    - Lisa will compile the submissions for discussion at the next meeting.

**New Business**
- EAC/AA Meeting – Felt that the meeting went well. Charles’ presentation really gave the Appointing Authorities a lot to think about and really started the ball moving. It’s great to hear that the Appointing Authorities will be having additional meetings to discuss merit.
- Ashley Skubal mentioned that in addition to being part of the requirement to prevent paying an additional health premium, the Rally Health Survey leads to Wellness Series topics that relate to employee needs.

**Adjourned**
Marion Nuraj made a motion to adjourn at 4:41 p.m., seconded by Donna Beim.

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*EAC Representatives in attendance at this meeting.
Call to Order
The EAC Delegate meeting was called to order at 8:05 a.m. by Chair Lisa Arispe.

Doing Things! TV – Red Tide Response
Lisa Arispe played a short video titled Doing Things! TV – Red Tide Response which is being used in other counties and states to show the efforts that Pinellas County used to combat Red Tide. During fall 2018, Pinellas County successfully responded to the area’s worst red tide bloom in over a decade. This was accomplished through Public Works Environmental Management's operational leadership, along with strong collaboration among coastal partners, municipalities and county departments including: Solid Waste, Parks and Conservation Resources, Marketing and Communications, Emergency Management, Convention and Visitors Bureau, and Economic Development.

The video is available for viewing at: https://www.dropbox.com/s/r31yo8xj3c99b7c/Doing%20Things%21%20Red%20Tide%20Response.mp4?dl=0

Comments from Holly Schoenherr, Director of Human Resources
- Merit Pay – Every person in the room was given a Response Card RF LCD so that they could answer a series of questions anonymously. Holly Schoenherr asked each question and possible answers. Kevin Connelly displayed the results of each of the questions on the overhead projector, and the results were discussed as a whole.

The questions that were asked were asked were:
1) An ideal process will result in ___% of employees receiving a merit increase?
2) To be meaningful a merit increase should be at least ___% of base salary?
3) A successful merit pay program implementation is the responsibility of: __________?
4) My supervisor is _______ when it comes to fairly, honestly, and constructively evaluating my performance.
5) The primary purpose of merit pay is: ______________.

- The Appointing Authorities agree that they need to come up with a good plan for merit pay. This will require a good length of time and a lot of work to make sure that we have a system that is fair, consistent, and works for everyone. They also have to look at the cost associated with the implementation and determine if there will be merit and across the board increases. It will be the responsibility of each Appointing Authority to make sure that all supervisors are completing performance reviews and hold those who aren’t accountable. We will also have to make sure that our Supervisors and Managers have adequate training so that performance reviews are done well.

Guest Speakers – Paul Valenti and Jeffery Lorick, Office of Human Rights
• Paul Valenti responded to the previous discussion to say Merit Pay is a challenging process that will require a lot of time and consideration.

• Office of Human Rights:
  o Conduct internal investigations on Anti-Harassment
    ▪ Take complaints on bullying and forward them to Human Resources for investigation – Human Resources takes complaints on Anti-Harassment and forwards them to the Office of Human Rights
  o Discrimination in housing
  o Discrimination in employment
  o Other Government Compliance (grants)

• Bullying Policy – Not necessarily the Appointing Authorities that have an issue with implementing the bullying policy, but instead that it gets lost through the channels.

• Implicit Biases – There are outside factors that affect the way that people view the world. Diversity and Inclusion Training will show employees what their individual Implicit Biases are and why they have them. Knowing your Implicit Biases does not make you a bad person, but instead can help you to know what they are, why you have them, and how to improve them.
  o Working with Appointing Authorities and Human Resources to bring the training to employees
  o 2 hour training – you can ask your management to have the training brought to your office or work location
  o Office of Human Rights: 727-464-4880

Open Discussion
• EAC Appointee to the Personnel Board – The EAC appoints two members to sit on the Personnel Board. Unfortunately due to personal reasons, Keith C Dekle is unable to finish out his term. The EAC Representatives elected Paul Rogers to finish out the remainder of Mr. Dekle’s term during our April Meeting.

• EAC/AA Meeting – We had a joint meeting with Appointing Authorities where we discussed Merit Pay, the Benefits Committee, Wellness Programs, and Paid Parental/Caregiver Leave.

Adjourned
Meeting adjourned at 9:45 a.m., so that Representatives could meet with delegates from their sections.

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*EAC Representatives in attendance at this meeting.
Employee Advocates Serve a Critical Role

Ad-vo-cate: a person who pleads for or on behalf of another; intercessor.

Some employees facing disciplinary meetings or initiating grievances want someone by their side to provide support or help present their viewpoint clearly and concisely. They can turn to the Employee Advocate Program for help.

Administered by the Employees’ Advisory Council (EAC), the Employee Advocate Program helps classified employees resolve disputes. The goal of the program is to find a resolution acceptable to both parties. Advocates volunteer their time (up to a maximum of 3 hours per week during County work time) to help an employee prepare for a pre-disciplinary hearing, informal grievance or Personnel Board appeal hearing. The Advocate communicates with the employee in person, by phone, or by email to listen and offer advice. Depending on the need, an Advocate may:

- Gather information
- Identify strategies
- Clarify procedures
- Explain rules such as interpreting the Personnel Rules
- Accompany an employee to a hearing
- Speak on behalf of the employee

The most important task is to help an employee speak with management by assisting them with collecting their thoughts and information and practicing what they want to say. An Advocate helps take the emotion out of the situation and focuses on the facts. Some situations may require only one or two phone conversations, while others may take more time, which could include non-work hours which are not compensated.

The Advocate Program has the endorsement of the Appointing Authorities and the Personnel Board. Many directors have expressed appreciation to Advocates for helping employees clearly present information to resolve a dispute.

Human Resources encourages all supervisors to support the County’s Advocate Program which can serve an important role in dispute resolution and can help employees develop valuable skills. Allowing your staff to serve as an Advocate is a way to help them continue to learn, contribute and grow for the betterment of Pinellas County. Some of the potential benefits are:

- Advocates can sharpen their expertise in communication, time management and public speaking.
- Advocates can gain tools to help resolve issues that could be applied to situations in their own office.
- Advocates get broad knowledge of operations in other departments, which may be beneficial to the Advocate’s own work unit.

Minimum requirements for Advocates include:

- Full-time employee
- Classified service (may be a supervisor, but may not be an exempt employee)
- Five or more years of service (may be waived based on experience)
- No active disciplinary action or grievance in progress
- High degree of tact and diplomacy
- Ability to relate professionally in diverse situations
- Supervisor approval

To learn more about Advocate requirements and responsibilities, please visit the website at www.pinellascounty.org/hr/advocate.