2019 Human Resources Director Goals

September 5, 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
    Presentation on diversity and inclusion regarding persons with disabilities for HR staff on August 28
  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

• 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
  Continue to partner with Appointing Authorities to expand the internship program (see attached)

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
  
  Presented Performance Management Framework: Investing in a Better Future to the Appointing Authorities on September 4 (see attached)
- Complete 2019 Employee Voice Survey – Goal of 75% participation rate
  
  Survey closed on August 26. Almost 83% (8 in 10 employees) participated—exceeding our 2019 goal of 75% and the previous participation rate in 2017 of 74% (see attached)

Total Rewards
- Implement Phase II of the Classification and Compensation Study
  - Work with Appointing Authorities and Personnel Board to establish new Exempt classifications
    
    Present at the September 5 Personnel Board meeting
  - Work with affected stakeholders to update the BCC Exempt pay plan
    
    Present at the September 12 Board of County Commissioners meeting
  - 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
  
  Statements to be mailed to employees in early October (see attached draft)

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

September 5, 2019 Attachments:
  A. A Visit to Your Workplace as of 8/21/19
  B. 2019 Pinellas County Internship Program Update
  C. Performance Management Framework: Investing in a Better Future
  D. 2019 Employee Voice Survey Preliminary Results & Communications
  E. Total Compensation Statement Draft
Employees’ Advisory Council (EAC)
A Visit to Your Workplace – Spring 2019
(as of 8/21/2019)

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2019 Pinellas County Internship Program Update

What is an internship?

An internship is a form of experimental learning that integrates knowledge and theory learned in the classroom with practical application and skill development in a professional setting. Students gain valuable applied experience, make professional connections, and explore career paths. Employers gain the opportunity to guide and evaluate talent.

Internship Program

Currently, Pinellas County Government offers an unpaid Internship Program to high school and college students who are seeking academic credit. Occasionally, departments will host paid interns.

Pinellas County Human Resources’ goal is to create a pipeline of talent to inspire careers in public service among high school and college students through the Internship Program.

Recent accomplishments

- 42 interns have contributed close to 4,000 hours of service since Oct. 1, 2018.
- Pinellas County has partnered with the School Board for the Summer Career Acceleration Program – 8 high school students interned at various departments (Communications, Public Works, 911 Regional, Emergency Medical Services, Human Resources, Office of Management & Budget, and Airport) and contributed 1,100 hours in 7 weeks. View a 4-minute video Pinellas County School Students Work in Pinellas County Government at https://lnkd.in/eFScw3D.
- Pinellas County continues to nurture relationships with local colleges and universities and formalize agreements with them including the University of South Florida and Consumer Protection; Pinellas Tech College and Fleet Management; St. Petersburg College and Animal Services; University of South Florida Resilience Practicum and Pinellas County, and many more.

Looking ahead

- Expanding the Bright Futures Program by increasing volunteer opportunities to high school students
- Continuing Job Shadowing Program to provide high school and college students the opportunity to shadow County department staff to encourage a career in public service
- Formalizing a plan for a 10-week Internship Program to provide additional frameworks for departments to host interns
- Increasing opportunities for paid internships (Clerk of the Circuit Court and the Office of Technology and Innovation)
- Hosting Internship Workshops for departments to provide a detailed overview of a successful internship
Performance Management Framework: Investing in a Better Future

**Recommendation**

Based on previous meetings with the Appointing Authorities, Human Resources recommends rolling out an enhanced performance management framework to all employees over the course of one year. Performance assessment is the foundation of any merit pay system. It is critical to have the foundation of a good performance management system that everyone understands before moving towards merit pay.

As detailed in the Learning Proposal on page 6, Human Resources will design an enhanced performance management program. The program will be communicated to all employees through blended learning opportunities including instructor-led workshops, videos, podcasts, self-assessment surveys, and role playing, plus a variety of resources such as guides and eLearning modules. The timing is as follows:

- **Phase 1:** Supervisory employees, 12 hours of instruction, 2.5 months
- **Phase 2:** Non-supervisory employees, 3 hours of instruction, 9.5 months
- Completion of both phases targeted for December 31, 2020

**Situation Summary**

**Current State – Possible Challenges with Performance Management Systems**

Employees have expressed their dissatisfaction with the current performance management process. This is consistent with a growing national trend. What was once a predictable, if tedious, practice has become a major controversy and a hot topic. There is currently abundant literature — from the *Harvard Business Journal* to Society for Human Resources Management articles — which discuss a widespread perception that the performance appraisal process tends to be inadequate and underdelivers what it promises. Some of the common themes expressed by Pinellas County employees through classroom feedback, coaching, disciplinary actions and organizational development efforts are:

**Ineffective Process**

- Managers don’t want to deliver tough messages around performance
- Managers and employees are only evaluated on goals and not real skills, therefore, how you achieve your goals is not important. People can display bad behaviors and are not accountable
- People have been in their jobs for a long time, and deem there really aren’t any goals to set

**Managers are Unskilled**

- Managers lack the skills to manage performance effectively
- There are limited career growth opportunities here; therefore, development planning isn’t that beneficial
- Managers would rather hold on to their people than help them advance in their careers
Performance Management Framework: 
Investing in a Better Future

No Line-Level Sponsorship
- Front line supervisors don’t want to be bothered with performance management
- Performance management is seen as a Human Resources practice
- This is not a true “pay-for-performance” culture. Employees will have to both understand the value of performance feedback and that not every conversation about performance results in a base pay increase

Lack Effective Tools
- There is limited training for managers around how to conduct good performance management conversations
- Managers don’t have the time to focus on performance management
- Merit increases will be awarded evenly across teams to avoid employee dissatisfaction
- Performance is not tied to compensation or other talent decisions
- Don’t know how/not good at writing a review or using the tool (FACE)

Inconsistent Process
- There are numerous performance management forms across the County
- Different technologies are being used for performance management
- Performance cycles vary greatly from quarterly to annually to not at all
- Senior leaders cannot get a fully informed picture of their organization

The shared perspective is that performance management is not done well, results in a process that is time-consuming, burdensome, and fails to deliver value. This is further supported in the Culture Scan (see Appendix B).

Desired State
The goal is a culture of accountability with a clear connection between performance and rewards. A compensation strategy that includes a pay for performance culture is intended to differentiate pay across different levels of performance while retaining our top talent.

Our high-performing employees have told us that they want to feel like they are getting rewarded for their performance, and that under-performers are being held accountable; it’s part of their definition of fair pay.

What are we trying to change or improve?
- Improving performance across the organization (raising the bar)
- Improving manager effectiveness with performance management
- Greater recognition of top talent and ready now successors
- Getting rid of ineffective behaviors and rewarding desired behaviors

Given that we cannot (and should not) wait for perfect circumstances to begin to implement pay for performance, we should keep these features in mind as a goal, and work towards them.
Performance Management Framework: Investing in a Better Future

Components of a Performance Management Program Process
- Goal setting
- Development planning
- Check-ins along the way
- Coaching and feedback
- Competency Anchored Rating Scales (CARS)
- Quarterly check-in (recommended)
- Calibration team review
- Links to compensation

Elements of the Performance Review
- Competencies
- Goals assessment
- Accomplishments
- Overall productivity and performance
- Professional development

Competencies
The focus of the competency-based performance review is on the behaviors, and how the behaviors tie back to successful execution of the goals. This type of review aims to link the objectives and the competencies in a very clear, transparent way. Within the actual review, the focus should be on behaviors — and how the display of those behaviors connects to the achievement of goals. Having a defined set of core and job-specific competencies built into each role or job description will aid in this process (see Figure 1).

- Lominger Competency Model
- Application of five core competencies
- Behavioral descriptors
- Measurement of competencies (Less Skilled, Skilled and Talented)

Tools
- Forms for goalsetting, development planning, appraisals etc.
- Learning curriculum and format
- Job aids to learn the new process

People
- Leadership commitment and support
- Manager commitment, capability, confidence
- Employee commitment, capability, confidence
Performance Management Framework: Investing in a Better Future

Successful Change/Proven Practices
- Understand the business case for change
- Start with our senior leadership team: make the commitment and move from involved to fully engaged
- Engage all your organization’s management and prepare them for the journey
- Build a broad understanding of the change process
- Evaluate and tailor the change effort
- Develop adaptive leadership skills and capabilities
- Create performance management learning opportunities

Engaged Leadership
- Initiate project-relevant communications in direct report meetings on a regular basis
- Visibly hold staff accountable for the change and ask frequently for their direct participation
- Regularly seek status from resources directly engaged in the performance management process
- Understand the implications of the change across the organization’s groups and demographic groups
- Challenge the status quo
- Monitor, identify, and address organizational resistance
- Communicate, communicate, and communicate

Introduction

Performance Management
Performance management is defined as a continuous process where supervisors and employees work together to establish objectives, monitor progress toward these objectives and assess results. With this process, employees receive regular feedback and coaching which is a vital development process for all employees.

The purpose of performance management is to develop people and to improve performance. It allows individuals to know what is expected of them by the organization. In turn they know what they need to do to improve organization effectiveness.

Managing performance requires us to reconcile caring for and developing our people with ensuring departmental and organizational aims are achieved. Managing performance requires us to strike a balance between compassion and accountability.

Performance Management Possible Outcomes
Administrative
- Help make compensation decisions (e.g. pay increases and incentives)
- Identify individuals who may be ready to take on new opportunities (e.g. promotions, assignments)
Performance Management Framework: Investing in a Better Future

- Provide documentation to support ethical decisions and defend legal challenges
- Hold poor performers accountable for improving

**Developmental**

- Clarifying job responsibilities and expectations
- Enhancing individual and group productivity
- Developing employee capabilities to their fullest extent through effective feedback and coaching (see Figure 2)
- Driving behavior to align with the organization’s core values, goals and strategy
- Provide career guidance and developmental opportunities
- Foster a culture of employee engagement, feedback, accountability, and performance excellence
- Empower employees to take greater ownership of their performance goals
- Create an environment in which managers and employees can regularly communicate about strategic direction, organizational objectives, delivery target, and individual goals and accomplishments

**Appointing Authority Responsibilities**

- Commitment and leadership support. Design reflects strategic and philosophical directions of the organization and its culture. Strong signal that performance management is important
- Making staff available by coordination of workflows and priorities
- Informing staff of this performance management initiative
- Inform each other of any unforeseen changes, new developments, or other issues which may influence or impact this project so that Human Resources and Appointing Authorities can both adjust accordingly

**Manager/Supervisor Responsibilities**

- Provide honest, clear and concise expectations of an employee’s responsibilities
- Provide ongoing guidance and feedback
- Work with employees to develop individual goals that support the department’s mission
- Consistently and fairly enforce policy and procedure
- Maintain an inclusive, safe, and productive work environment

**Employee Responsibilities**

- Consistently perform assigned responsibilities and contribute to the department’s goals and business objectives
- Take an active role in developing and achieving performance goals

![Figure 2- Feedback Cycle](image-url)
Performance Management Framework:
Investing in a Better Future

- Consistently demonstrate good conduct including attendance, ethical use of work time and resources (stewardship)

Learning Proposal

Performance Management That Creates Positive Outcomes
This workshop will focus on performance management as a continuous process that drives development. It will look at techniques that recognize and implement solutions to support long-term results and will help to develop the tools to create a culture of trust and high impact performance.

Behaviors that contribute to a climate of organizational trust:
- Reliability: following through on commitments
- Honesty: telling the truth and admitting mistakes
- Courage: confronting difficult issues even in the face of resistance
- Competence: demonstrating the knowledge and skills necessary to carry out important tasks
- Intention: making decisions in the best interest of the organization; putting the welfare of others before individuals’ interests
- Compassion: being sensitive to others’ needs and giving them the benefit of the doubt

Learning Objectives
The course will focus on helping to:
- Understand the performance management cycle
- Provide tools used in the performance management process
- Build performance-driven relationships
- Coach and counsel staff to sustain/improve performance
- Provide more impactful feedback to inspire action, in a manner that minimizes defensiveness and maintains self-esteem
- Conduct difficult performance conversations
- Measure performance more accurately
- Lookout for common pitfalls, minimizing performance assessment errors and inflation

The performance management cycle (see Figure 3) is a continuous cycle that involves:
- **Planning** work in advance so that expectations and goals can be set
- **Monitoring** progress and performance continually
- **Developing** the employee’s ability to perform through learning and work assignments

![Figure 3 - Performance Management Cycle]
Performance Management Framework: Investing in a Better Future

- Assessing periodically to summarize performance and
- Rewarding outstanding performance

Learning Method

Approach
We use an approach that respects the availability and learning styles of our employees, allowing them to pick and choose activities and modules that work for them while still delivering the learning they need. This can include, but is not limited to, self-assessment surveys, listening to podcasts, watching and responding to video-based instruction, attending in-class instructor-led workshops, and engaging in role-playing. Participants will practice a variety of performance management techniques with interactive exercises and group discussion. It will be a blended learning program with ready-to-use guides, tools, eLearning modules, and resources.

The learning will be:
- Delivered in an enthusiastic and engaging way that will involve all participants
- While consistent with the plan, the learning will be flexible and responsive to the needs of the participants
- Highly practical, structured, and organized — focused on application

Once we have the learning developed, we will give Appointing Authorities an opportunity to test it before implementing it with their staff. When the feedback is incorporated, we’ll establish a schedule for rolling out the learning and set benchmarks for completion.

We will encourage Performance Management Champions (managers as role models) to present segments of the learning. Also having the organizations senior level leaders kick off each session reinforces employee perception that leadership is committed to the success of the performance management program.

Phase 1 – Design Performance Management Framework and Roll Out to Supervisory Employees (approximately 600)
Steps
- Define and design a high-level program which will include performance management philosophy and recommended steps
- Select a pilot group to participate in Phase I of the program (benefits: collaborate with peers on a fast-paced project; improve manager effectiveness; higher employee engagement and higher productivity)
- Recommend Appointing Authorities participating in the learning prior to the kick-off, or as part of the pilot group to provide continuous feedback for process improvement
- Design learning tools for managers and employees
- Assess ULearnIT (online learning) to see if it meets organizational needs
Performance Management Framework: Investing in a Better Future

- Review specific core competencies to create a model that can be broadly applied (e.g. customer focus, ensures accountability, communicates effectively, instills trust and situational adaptability)
- Create the Competency Anchored Rating Scales (CARS)
- Create a robust change management plan for implementation
- Gain line level sponsorship

**Plan design**

- 12 hours of instruction including
  - 4-hour instructor-led course
  - 4-hour online modules
  - Pre (2-hour) and post (2-hour) work
- Options for additional development
- There are approximately 600 supervisors and managers throughout the organization if we limit the group size to 24 participants with 4 instructors, we will complete this phase in 2.5 months.
- Human Resources subject matter experts will be available to consult and assist managers throughout the year

**Phase 2 – Communicate Performance Management Program to Non-Supervisory Employees (approximately 2,500)**

Expose all employees, not just those conducting reviews, to the need for two-party (supervisor/employee) commitment to the process and ownership of it. We recommend a 3-hour session which fulfills:

- Employees understanding and questioning the performance management process
- Employees understanding their accountabilities and role in the process

We anticipate that this initiative will take 9.5 months to complete.

**When**

We plan to complete both Phase 1 and 2 no later than December 31, 2020.

**Where**

Various venues throughout the County. More details to follow upon confirmation of room availability.

**Measures of Success**

The success in meeting the objectives would be measured by factors which include:

- Creation of developmental plans for all employees evaluated
- Improvement in performance measures during the year following the first review period
- Evaluations are performed and submitted by deadlines
Performance Management Framework: Investing in a Better Future

- Reduction of grievances/reviews requested over disagreements in evaluations, indicative of growing trust
- Random sampling (survey) of employees indicating acceptable feedback sessions (see Appendix A)

Conclusion

In designing performance management programs
- No system will work without good communication
- There is no one right answer
- Employee involvement is crucial to success
- Employee feedback and linkages are critical
- Centralized philosophy with some flexibility for customization is needed

There is no silver bullet in performance management. What is important is to drive more effective conversations, provide timely feedback with structure, enhance staff engagement, and build a culture founded on trust, purpose, and values.

As with any change, we will move at a pace each organization can sustain and consider the full scope and implications of any recommendations as we do so.

Appendices

- Appendix A – Performance Review Survey
- Appendix B – Culture Scan
- Appendix C – Appointing Authority Meeting 5/14/19 Merit Pay Discussion
Appendix A: Performance Review Survey

Instructions: Now that you have completed your performance review discussion, we’d like to get some feedback on how well the entire process worked for you. Your individual answers will be used on an anonymous, compiled basis to identify areas for improving the performance management system.

1. Did your supervisor conduct a performance planning meeting with you?
   __Yes
   __No

2. How effective was the performance planning meeting in helping you understand the important competencies, key job responsibilities and goals for your job?
   __We did not have a performance planning meeting
   __Somewhat effective—casual discussion; no clear resolution of goals, responsibilities, development plans
   __Effective—clear resolution of goals, responsibilities, development plans
   __Highly effective—thorough analysis and discussion of all elements of my job

3. How long did the performance planning meeting last?
   __No performance planning discussion
   __Less than 15 minutes
   __About 30 minutes
   __About an hour
   __More than an hour

4. Did you establish a development plan?
   __Yes, a formal plan with specific goals and a written plan of action
   __Yes, an informal plan with no formal goals or written plan of action
   __No

5. How successful were you in completing your development plan?
   __I did not establish a development plan
   __Unsuccessful—I did not accomplish the development goals I set
   __Somewhat successful—I accomplished some/most of the goals I set at the beginning
   __Fully successful—I accomplished exactly what I set out to do or more
6. Did you get useful and regular feedback on your job performance and results from your supervisor?
   __No
   __Little, or only when I asked for it
   __Occasional, but I would have liked more
   __Met my needs and expectations
   __Exceeded my expectations

7. How useful was the performance appraisal discussion with your supervisor in helping you understand your strengths and improvement needs and how to best succeed in your job in the future?
   1 2 3 4 5 (1 - not at all useful; 5 - very useful)

8. How would you describe your supervisor’s participation in the performance management process?
   __He/she did not engage in performance management activities
   __Followed only the mandatory requirements. Awkward
   __Little input
   __Good solid support and participation. Useful input
   __Enthusiastic and active supporter. He/she made it a “big deal.” High value input

9. All things considered, how useful was the performance management process in helping you understand what was expected of you and how to best succeed in meeting those expectations?
   1 2 3 4 5 (1 - not at all useful; 5 - very useful)
“Some men see things as they are and say, why; I dream things that never were and say, why not.”

George Bernard Shaw as quoted by Robert F. Kennedy

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Pinellas County Culture Scan

Terri L. Wallace
Human Resources Manager
Employee Relations
August 1, 2019
**Introduction**

Employee engagement is discussed broadly in organizations. We hear often that the people who staff organizations are our most valuable resource. As we prepare for our 2019 bi-annual Employee Voice Survey, we will see trends from data over three consistent opportunities for feedback with the survey instrument. Let’s explore the culture of our organization.

We have much to be proud of in our organization. Nine out of ten employees would recommend Pinellas County as a great place to work. Ratings have improved overall. Organizations that move from very good to great in all industries are led by collective leadership who want to take a daring look behind the scenes into what shapes their culture. This is the ‘real stuff’ that impacts outcomes in all areas.

Culture impacts: attraction, promotion, retention, motivation, inclusion, productivity, decision-making quality, trust, customer satisfaction, resilience, creativity, stewardship, ethics, strategy and is the air we breathe when in any group of people. It is the way we relate, the unspoken rules and the real driver of actions/behaviors. Policies and rules are written guidelines; while culture determines what and how things really happen.

For many decades, leading culture researchers, organizational psychologists and social scientists have scientifically validated what is showing up in work cultures across western civilization. The U.S. workplace has a leadership crisis, and it is decades in the making. We now have five generations in the workplace, and there is a mixture of leadership philosophies and modus operandi, leading to ambiguity for employees. People seek meaning in their work and want to be part of the solution...especially in service industries.

There is cynicism around formal leadership in many organizations, because needed supporters and partners are seeing incongruences between what is espoused and what actually takes place. (People believe what people do, not what they say.) If we draw a parallel to this dynamic and the results of the last Voice surveys, employee grievances, disciplinary action, dialogs with employees and supervisors, formal mediations and custom organizational development interventions, we can learn from the common threads.

**Modeling**

The mentality and character we desire from employees must be practiced at all levels of formal leadership. This is most likely to occur when modeled consistently. If organizational leadership desires resiliency, flexibility, collaboration and individual responsibility/accountability...then each of us in leadership for Pinellas County has to demonstrate this within their part of the organization and in collaboration with all other partners. If something goes well, we spread the accolades and share the credit. If something does not go well, we accept responsibility and help each other succeed, refraining from blame.

In a culture where constructive debriefing and learning occur, we encourage exploration and transparency of areas of needed improvement. It is much more likely that people will admit areas of needed improvement when debriefing and sharing responsibility for mistakes is a part of the culture. The more scapegoating happens, the more people fear revealing mistakes.
Clarity of Expectations - Performance Management

We grow up spending most of our time in formal education, skill development and on the job training learning about technical skills needed for jobs we pursue. The vast majority (over 90%) of derailments, performance issues and conflicts in the workplace take place because of interpersonal behaviors and/or lack of self-awareness. This includes all positions, from CEOs to front line employees.

When faced with a need to take action with an employee, many people have been aware of challenges long before it is formally addressed. Peers are aware. Supervisors are aware. There has most often been much time elapsed between when it was first recognized as a “blip on the screen” until it becomes a much larger obstacle to overcome. By this time, there is a much broader impact on performance and outcomes. Yet, many times, very little is documented and the tough constructive conversation has not taken place.

Behavior is a part of performance. They are not separate. If an employee at any level can perform tasks well, yet does not “play well with others,” this is a performance issue. A tried and true rule of thumb is to ask ourselves, “If this were on the front page of the paper or the news broadcast, would I be ok with the public knowing?”

Real scenarios from Employee Relations: We see that tough conversations are not happening across the organization. What do we mean by this?

- When someone approaches Employee Relations, they might paint the picture of an ongoing problem with an employee’s performance.
- This employee has nothing indicated in their performance evaluations describing areas of needed attention.
- When talking to the supervisor, they describe a situation where the employee was moved under them with the awareness that areas of challenge had not been addressed by prior supervision and management (inherited and passed on).
- Other employees are reacting because they are taking on greater workloads while some are moved to the side and allowed to underperform.
- Tough conversations do not happen, then we examine the long-term culture that enabled this to unfold.
- Other evidence of difficulty with candor:
  - Difficulty communicating unfavorable news.
  - An employee or supervisor reacts overtly and disrespectfully in rooms of people and everyone in the room “normalizes” the behavior…yet wonders why we get complaints of negative customer service in parts of the organization. What we allow, gets repeated. If we allow inappropriate behavior, even in an informal setting, it is rewarded if someone is given something they deem beneficial when they are the “squeaky wheel.” It feels easier to appease, yet what are the broader implications of inequity?
  - “That’s just Melanie. That’s just Grady. We know how they are, so we just work around them.”
o Subtle and passive/aggressive behavior that works to keep the culture the same… “If you stand up and hold people accountable, then we will give you poor reviews and say that you don’t care about employees”. We will like you if you continue on in the vein in which we have been operating. If you create change, we will find a way to alienate you (Social Learning Theory—one of the most powerful influences of culture).

As leaders, our strategic work in this scenario should be painting the picture of the ongoing impact of not addressing issues, and not holding ourselves responsible across the organization for individual and leadership accountability. What does personal responsibility in all positions look like? How do we show the data and produce the business case for this level of responsibility? What are the implications for each AA if we do not move in this direction?

This is just the beginning of discussing how we each can reframe to address root causes, become true solution partners, and begin making changes to see different results. We can influence others through making a case for “what’s in it for them” to operate differently to encourage overall organizational effectiveness.

Are we attracting, hiring, promoting, rewarding and recognizing the total package for what is needed in positions? If you have a coachable, aligned, personally-responsible individual who can learn the job, we are much better off than hiring and retaining task masters who do not practice the service-oriented and self-aware behaviors needed for dedicated community servants.

### Candor and Feedback

One measure of effective leadership in workplace cultures is how candid people are in their discussions. Do the conversations in groups and among decision-makers match the same candor in water fountain dialog? Are people willing to have discussions about the “elephant in the room” to constructively resolve obstacles? This is healthy assertiveness. Is this rewarded and encouraged?

Does feedback happen in all directions? Across? Down? Up? Outward? Inward? Do formal leaders seek the unheard voices that might share unrecognized barriers? When we are approached by ‘hard to hear’ information, do we remain curious or do we inadvertently shut down the messenger? Ideally, feedback occurs naturally in all directions; and we are not surprised by surveys. Anonymity and confidentiality become less of a concern because trust has been built over time, and all leadership understands their role in growing this type of culture.

### Customer Service, Delegation and Coaching

With all needed competencies across the organization and within specific roles, there is an “underdone” and an “overdone.” For example, we want to be the model of customer service. What does this mean? Have we made this come to life for each role? What does it look like when people are hitting the mark and have that balance?

If underdone, there may be a lackadaisical demeanor from an employee which communicates to the customer that they are not important. It could be a cold handoff when someone calls the wrong number or is looking for another office within the County. It could be walking through the
door with someone carrying something behind you, and you do not stop to hold the door as they carry files down the hallway.

If overdone, the person may have ample time to serve the customers in queue each day as long as time is managed well, and according to organizational priorities; yet, this employee checks and rechecks small tasks beyond reason; and spends two hours in a meeting on a topic that could have been handled in thirty minutes. When people look busy, do we make sure we are all good stewards of time, resources and focusing on our true strategic priorities?

Effective delegation requires us all to push decision-making downward, resulting in a greater level of growth and fulfillment for all levels as well as allowing more prompt delivery of outcomes. Is everyone working within their level of classification? Do supervisors and managers take a broader, more strategic vantage point as they move upward? True succession planning originates and occurs daily in each workgroup. Are contingencies created through cross-training and knowledge sharing long before someone announces retirement? Coaching is the role of every supervisor and manager. Many peers can be just as effective in helping develop each other, if the culture is supportive of collaboration versus competition. This requires intentional effort and less individualism. Are these competencies assessed before promotions take place?

When hiring for vacancies, do we evaluate what is needed in the position? Are other KSAs (knowledge, skills and abilities) needed? Is it the same classification? Where are our gaps? What do we need that we don’t have represented, related to diversity and inclusion?

**Call to Action**

We can intentionally create the culture needed to produce the service orientation and servant leadership in which Pinellas County moves forward to be the best we can be collectively.

As a reminder, the following are highlights of important work from the Pinellas County Appointing Authorities Advance on February 15, 2019:

**Management Style**
1. Servant leadership
2. Developing staff
3. Accountability

**Work Environment**
1. Meaningful work
2. Respectful
3. Transparency

**Community**
1. Understanding connection of each role to the Vision
2. Understanding impact of what we do daily
3. Dignity in work and respect for contributions
Work-Life Balance
   1. Flexibility of schedules
   2. Personal well-being
   3. Realistic expectations

Employee Well-Being
   1. Safe environment (physical and mental)
   2. Work/life balance
   3. Benefits

Benefits and Rewards
   1. Education on financial/retirement plan
   2. Overall insurance plan
   3. More choices (voluntary benefits)

Cash Compensation
   1. Pay for performance
   2. Market driven/competitive
   3. Developmental opportunities

Career Development
   1. Succession planning
   2. Leadership development
   3. Diverse developmental paths

The themes for intentional positive culture development surfaced in these top areas of consensus from the Appointing Authorities Advance, the results of Employee Relations interactions, and the bi-annual Employee Voice Survey. As summarized in this organizational culture scan, the primary areas of focus for alignment overall are leadership role modeling, clarity of expectations for performance aligned with Vision, accountability with candor and feedback, and customer service with effective delegation.

Action plans for each primary focus area will be important for follow-up work from the survey. As well as customized plans for each area of the organization, it is important for formal leadership to come to consensus on intentional cultural alignment and the steps involved to actualize.
References and Resources

- Real Time Record – Appointing Authorities Advance
- www.pinellascounty.org/hr/publications/annual-reports/annual-report-2018.pdf
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)
2019 Employee Voice Survey Preliminary Results

Goal was to increase participation rate to 75%. Actual completion rate was about 83% as compared to 74% in the last employee survey in 2017.

<table>
<thead>
<tr>
<th>Appointing Authority</th>
<th>8/27/2019</th>
<th>Final 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCC: County Administrator</td>
<td>83.9%</td>
<td>71.0%</td>
</tr>
<tr>
<td>BTS: Business Technology Services</td>
<td>81.3%</td>
<td>59.0%</td>
</tr>
<tr>
<td>CAO: County Attorney Office</td>
<td>90.9%</td>
<td>91.0%</td>
</tr>
<tr>
<td>CCC: Clerk of the Circuit Court</td>
<td>91.5%</td>
<td>82.0%</td>
</tr>
<tr>
<td>HRD: Human Resources Department</td>
<td>91.9%</td>
<td>94.0%</td>
</tr>
<tr>
<td>OHR: Office Human Rights</td>
<td>60.0%</td>
<td>80.0%</td>
</tr>
<tr>
<td>PAO: Property Appraiser</td>
<td>87.5%</td>
<td>81.0%</td>
</tr>
<tr>
<td>PPC: Forward Pinellas</td>
<td>93.8%</td>
<td>100.0%</td>
</tr>
<tr>
<td>SOE: Supervisor of Elections</td>
<td>91.4%</td>
<td>87.0%</td>
</tr>
<tr>
<td>TCO: Tax Collector’s Office</td>
<td>52.6%</td>
<td>60.0%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>82.8%</strong></td>
<td><strong>74.0%</strong></td>
</tr>
</tbody>
</table>
# 2019 Employee Voice Survey Communications

<table>
<thead>
<tr>
<th>Date</th>
<th>What</th>
<th>Message medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-17-19</td>
<td>Employee Voice web page finalized – web hits: 1,622</td>
<td>Web</td>
</tr>
<tr>
<td>6-17-19</td>
<td>Information session flyer posted to web – web hits: 1,639</td>
<td>Web</td>
</tr>
<tr>
<td>6-17-19</td>
<td>Employee Voice information session promotion in <em>Pen</em>, p. 7</td>
<td>Online newsletter</td>
</tr>
<tr>
<td>6-19-19</td>
<td>EAC Representatives advised of Employee Voice Survey</td>
<td>Meeting</td>
</tr>
<tr>
<td>6-20-19</td>
<td>Promotional flyer (HCP) posted to web – web hits: 251</td>
<td>Web</td>
</tr>
<tr>
<td>6-20-19</td>
<td>Employee Voice Information Sessions email blast to all employees; links to flyer and web page</td>
<td>Email blast, flyer, web</td>
</tr>
<tr>
<td>6-25-19</td>
<td>Employee Voice Info Sessions reminder emailed to all employees</td>
<td>Email</td>
</tr>
<tr>
<td>7-2-19</td>
<td>Two-Minute Tuesday (HCP and HR) – web hits: 729</td>
<td>Email, video</td>
</tr>
<tr>
<td>7-17-19</td>
<td>Article <em>Why You Ought to take the Employee Voice Survey August 12</em> referencing accomplishments by all Appointing Authorities as result of 2017 survey – web hits for July Pen: 3,633</td>
<td>Online newsletter</td>
</tr>
<tr>
<td>7-17-19</td>
<td><em>Pen</em> promotion of Information Sessions</td>
<td>Online newsletter</td>
</tr>
<tr>
<td>7-19-19</td>
<td>Distributed over 170 posters plus a smaller flyer to 56 contacts and multiple locations around the County, and posted to web – web hits: 121</td>
<td>Poster</td>
</tr>
<tr>
<td>7-23-19</td>
<td>Developed and distributed Supervisor Toolkit with FAQs, resources and recommendations; emailed to all UPS supervisors (601) – web hits: 437</td>
<td>Email, web page</td>
</tr>
<tr>
<td>7-25-19</td>
<td>Presentation for EAC Delegates (HCP)</td>
<td>Meeting</td>
</tr>
<tr>
<td>7-25-19 to 7-27-19</td>
<td>HCP hosted 9 Information Sessions with approximately 300 total attendees</td>
<td>Meetings</td>
</tr>
<tr>
<td>8-5-19</td>
<td>Leadership Notes article <em>Leadership Role in Engagement</em> reminding of importance, encouraging supervisors to enable staff to take survey; sent to all UPS supervisors and subscribers, web hits: 199</td>
<td>Online newsletter</td>
</tr>
<tr>
<td>8-9-19</td>
<td>Presentation for Exempt employees meeting (HCP)</td>
<td>Meeting</td>
</tr>
<tr>
<td>8-12-19</td>
<td>3,086 emails to all employees with individual link to survey (HCP)</td>
<td>Email</td>
</tr>
<tr>
<td>8-12-19</td>
<td>3,086 emails to all employees to remind and clarify what to do if survey link not received (HR)</td>
<td>Email</td>
</tr>
<tr>
<td>8-15-19</td>
<td>Promotion in <em>Pen</em>, p. 3</td>
<td>Online newsletter</td>
</tr>
<tr>
<td>8-19-19</td>
<td>1,300 reminder emails sent to those who have not yet opened the first email (HCP)</td>
<td>Email</td>
</tr>
<tr>
<td>8-20-19</td>
<td>115 reminder emails sent to those who had opened the email but not completed the survey (HCP)</td>
<td>Email</td>
</tr>
<tr>
<td>8-21-19</td>
<td>846 reminder emails sent to those who still had not opened email (HCP)</td>
<td>Email</td>
</tr>
<tr>
<td>8-26-19</td>
<td>Final reminder sent to all incompletes and non-participants (HCP)</td>
<td>Email</td>
</tr>
<tr>
<td>10-14-19</td>
<td>Appointing Authorities receive results from HCP</td>
<td>Email</td>
</tr>
<tr>
<td>October/November</td>
<td>HCP to meet with each Appointing Authority individually; appointments scheduled for late October/early November</td>
<td>Meetings</td>
</tr>
<tr>
<td>11-15-19</td>
<td><em>Pen</em> cover article announcing UPS overall results</td>
<td>Online newsletter</td>
</tr>
</tbody>
</table>

*Web hits are 2019 year to date as of 8/27/19*
### My Personalized Total Compensation Statement

**as of June 1, 2019**

**Prepared for John A Doe**

#### Total Benefits & Compensation

This Personalized Total Compensation Statement shows the total value that your Appointing Authority contributes towards your annual wages (includes paid time off), health benefits, financial protection, and retirement benefits.

<table>
<thead>
<tr>
<th>Benefit Category</th>
<th>Yours</th>
<th>Employer's</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Wages</strong> (includes paid time off)</td>
<td>$45,000.00</td>
<td></td>
</tr>
<tr>
<td><strong>Health Benefits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>Medical Care</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Care</td>
<td>$5,542.32</td>
<td>$19,384.80</td>
</tr>
<tr>
<td>County's contribution to Health Savings Account</td>
<td>N/A</td>
<td>$1,200.00</td>
</tr>
<tr>
<td><em>Dental Care</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dental Care</td>
<td>$592.08</td>
<td>$594.00</td>
</tr>
<tr>
<td>Flexible Spending Accounts (FSA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Care</td>
<td>$1,500.00</td>
<td>N/A</td>
</tr>
<tr>
<td>Dependent Day Care</td>
<td>$2,000.00</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total Health Benefits</strong></td>
<td>$9,634.40</td>
<td>$21,178.80</td>
</tr>
<tr>
<td><strong>Financial Protection</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term Disability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term Disability</td>
<td>$0.00</td>
<td>$390.00</td>
</tr>
<tr>
<td>Long-term Disability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term Disability</td>
<td>$0.00</td>
<td>$229.50</td>
</tr>
<tr>
<td>Basic Life Insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic Life Insurance</td>
<td>$45,000.00</td>
<td>$75,60</td>
</tr>
<tr>
<td>Supplemental Life Insurance</td>
<td></td>
<td></td>
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<tr>
<td>Supplemental Life Insurance</td>
<td>$440.96</td>
<td>$0.00</td>
</tr>
<tr>
<td>Dependent Life Insurance</td>
<td></td>
<td></td>
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<tr>
<td>Dependent Life Spouse</td>
<td>$82.56</td>
<td>$0.00</td>
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<tr>
<td>Reemployment Assistance</td>
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<td></td>
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<tr>
<td>Reemployment Assistance</td>
<td>$0.00</td>
<td>$35.00</td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workers' Compensation</td>
<td>$0.00</td>
<td>$1,160.63</td>
</tr>
<tr>
<td><strong>Total Financial Protection</strong></td>
<td>$523.52</td>
<td>$1,890.73</td>
</tr>
<tr>
<td><strong>Retirement Benefits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Florida Retirement System (FRS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Florida Retirement System (FRS)</td>
<td>$1,350.00</td>
<td>$3,717.00</td>
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<tr>
<td>Social Security and Medicare</td>
<td></td>
<td></td>
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<tr>
<td>Social Security and Medicare</td>
<td>$3,442.50</td>
<td>$3,442.50</td>
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<tr>
<td><strong>Total Retirement Benefits</strong></td>
<td>$4,792.50</td>
<td>$7,159.50</td>
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<tr>
<td><strong>Total Health Benefits, Financial Protection, and Retirement Benefits</strong></td>
<td>$14,950.42</td>
<td>$30,229.03</td>
</tr>
<tr>
<td><strong>Your Total Compensation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Your Total Compensation</strong></td>
<td>$75,229.03</td>
<td>$75,229.03</td>
</tr>
</tbody>
</table>

*Includes Employee Assistance Program, behavioral health benefits, pharmacy and vision benefits.

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**Paid Time Off**

Your annual leave accrual is based on your years of service. In addition, Pinellas County recognizes up to 11 paid holidays, up to 4 floating holidays, and up to 2 personal days. Visit [www.pinellascounty.org/hr/leave](http://www.pinellascounty.org/hr/leave) for more information.

To view your current leave balance, visit OPUS Employee Self-Service, Absence Management, Entitlement Balances.
Compensation Package

Your Appointing Authority contributes to your health benefits (including medical, vision, dental, pharmacy, and behavioral health), plus your Florida Retirement System (FRS) plan, life insurance, disability insurance, reemployment assistance, and workers’ compensation. Pinellas County also provides other valuable benefits such as:

- Annual Leave Exchange (up to 160 hours)
- Career Development including Learning Paths and ULearnIT
- Employee Assistance Program (EAP)
- Employee Discounts
- Family Medical Leave
- Learning Opportunities (over 100 free courses available)
- Pinellas Federal Credit Union
- Referral Program (earn a paid day off when a referral is hired)
- Rewards Program (points awarded for service and wellness activities)
- Suggestion Awards (up to $2,500)
- Tuition Reimbursement (up to $2,800 for full-time and $1,400 for part-time employees per fiscal year)
- Wellness Center and two Satellite Fitness Centers
- Wellness Incentives (up to $200 or 5,000 rewards points per year)
- Wellness Education, Workshops, and Health Screenings

Opportunities to Save Money Now

Deferred Compensation Account – Deferred compensation helps you build personal retirement income to supplement Florida Retirement System and Social Security benefits. Start with as little as $10 per paycheck to be deposited into an account with numerous investment choices. You may enroll or change your contribution throughout the year. You will only pay taxes on this money when you draw it out after separation of service with the County.

Opportunities to Save Money at Annual Enrollment

Each of the following programs has tax advantages to help you save money and, as a result, enhance your total compensation. Consider participating during the next Annual Enrollment opportunity this fall.

Flexible Spending Account (FSA) – An FSA allows you to pay for eligible out-of-pocket health care and dependent daycare expenses with money you contribute through a pay-roll deduction on a pre-tax basis. The minimum contribution is $260/year if participation is elected.

Health Savings Account (HSA) – An HSA allows you and the County to contribute pre-tax money to an account linked to the Consumer Driven Health Plan. The County contribution is $400 for an employee or $1,200 for a family. The funds may be used for qualified expenses or saved for future use.

Pre-Tax Deductions – Selecting pre-tax deductions allows you to save your medical and dental premiums to be deducted from your paycheck before federal income and Social Security taxes are applied, which could reduce your taxable income.

Benefits Selection

You may view your current coverages and rates at any time in OPUS by selecting Employee Self Service and Benefits. You have an opportunity to review your benefits and make changes each fall during Annual Enrollment or after a qualifying change of status event such as getting married.

For more information, visit our Human Resources website at www.pinellascounty.org/hr/WhatWeOffer.

About Your Statement

This benefit statement provides descriptions of Pinellas County Government’s benefit plans based on information available from Pinellas County’s records, summary plan descriptions, policy manuals, and other sources of data. Complete details of each plan are set forth in the individual plan document and/or Certificate of Insurance. If there is any conflict between the information in this statement and a plan document, the plan document will control. The information contained herein does not constitute an insurance certificate or policy. The wage information and required benefit programs on this statement are based on information available as of June 1, 2019. If you worked less than 12 months, your data was annualized. Recent changes in salary and/or benefit elections will not be reflected in this statement.

This statement was personalized for: John A Doe
123 Main St
Anytown, FL 99999

An important way to show appreciation for the dedication and contributions of employees is to offer competitive compensation and appealing benefits. We are proud of the total compensation package provided to employees of the Unified Personnel System.

This statement includes a personalized overview of the wages and benefits provided to you as of June 1, 2019, and has been developed to facilitate an understanding of the value of our programs. I encourage you to review this statement and share it with your family and financial advisor to create and manage your plan for a rewarding future.

If you have questions about this statement, please contact a member of the Benefits team at employee.benefits@pinellascounty.org or by phone at (727) 464-4570. Thank you for your service!

Sincerely,

Holly J. Schoenherr
Director of Human Resources

Human Resources
Helping You Succeed

It Pays to Work for Pinellas County