Human Resources Director
2020 Performance Review Timeline
Review period: January to December 2019

January 31, 2020  Human Resources 2019 Annual Report published and distributed to the Unified Personnel Board, Appointing Authorities, and Employees’ Advisory Council (EAC)

February 19, 2020  Deadline for Appointing Authorities and EAC to provide feedback on HR Director performance

February 21, 2020  Stakeholder feedback and other performance-related documents shared with Unified Personnel Board members

February 27, 2020  Deadline for Unified Personnel Board members to complete and submit evaluation forms

March 5, 2020  Human Resources Director Annual Performance Review by Personnel Board
Performance Standards – Director of Human Resources

Per the Personnel Act (Chapter 77-642 – Laws of Florida):

**Duties of the Director of Personnel.** The Director of Personnel shall be the executive head of the Personnel Department and shall direct all of its administrative and technical activities and appoint its employees. The Director shall foster and develop programs for the improvement of employee effectiveness including training, communications, insurance, safety, health, counseling and welfare. Such programs shall be implemented only upon the approval of the Personnel Board.

EXECUTIVE HEAD OF THE PERSONNEL DEPARTMENT

**Measurements:** Performance against established budget; Accomplishment of established goals for contract renewals; Annual evaluation of vendors against established performance metrics; Bi-annual UPS Employee Survey

1. **Stewardship of financial resources**
   a. Budget management
   b. Contract management
   c. Vendor relationship management

2. **Stewardship of human resources** – Design and develop an HR department that is capable of meeting the needs of Appointing Authorities, aligned with the strategic direction and culture of the organization
   a. Employee engagement within the HR department
   b. Clear strategic direction
   c. Role clarity, performance standards, professional development, accountability and rewarding of behaviors and performance that facilitates HR and UPS goals

FOSTER AND DEVELOP PROGRAMS FOR THE IMPROVEMENT OF EMPLOYEE EFFECTIVENESS

**Measurements:** Annual survey of Appointing Authorities; Bi-annual UPS Employee Survey

1. **Benefits and Wellness**
   a. Deliver benefits programs that meet the needs of Appointing Authorities and their employees
   b. Provide benefits programs that lead to the attraction, retention, and motivation of employees
   c. Educate employees about benefits processes, plans, and annual enrollment information in a clear and timely manner
2. **Communications and Outreach**
   a. Collect, understand, and respond to employee feedback in a timely manner to enhance trust and commitment to the organization
   b. Deliver reward and recognition programs that ensure the attraction, retention and motivation of employees

3. **HR Business Partners and Employee Relations**
   a. Promote the benefits of a diverse and inclusive workforce
   b. Administer a performance management system that facilitates a fair evaluation of the workforce
   c. Deliver training, resources and guidance to support the performance management process
   d. Identify and develop internal talent to meet the short and long-term strategic objectives of the organization
   e. Actively partner with Appointing Authorities to project future hiring needs

4. **HRIS and Records Administration**
   a. Leverage technology to enhance the effectiveness and efficiency of HR services and solutions
   b. Prepare employees to use HR technology solutions

5. **Training and Development**
   a. Understand the critical competencies for each role at the organization to support employee development
   b. Deliver training and development programs that support the short and long-term strategic objectives of the organization
   c. Prepare employees to work with diverse cultures and populations
   d. Deliver high quality training and development programs

6. **Workforce Strategy**
   a. Collaborate with Appointing Authorities to fill vacant positions in a timely manner
   b. Apply an understanding of open positions in order to recruit qualified candidates
   c. Recruit high quality candidates who have the required skills, experience, and capabilities to succeed in the organization
   d. Support managers during the onboarding process to help new employees quickly become active contributors to the department
   e. Develop and administer compensation programs that support the short and long-term strategic objectives of the organization
   f. Provide compensation plans that support the attraction, retention, and motivation of employees
   g. Educate employees on the way classification and compensation programs work in the Unified Personnel System
Appointing Authority Feedback
Human Resources Director Annual Performance
Feedback period: January 1, 2019 to December 31, 2019

Appointing Authority Name: ____________________________

Appointing Authority Title: ____________________________

PINELLAS COUNTY HUMAN RESOURCES

VISION: To position Pinellas County Government as a top-choice employer in the Tampa Bay region.

MISSION: Cultivate a diverse, talented, and engaged workforce prepared to effectively serve the citizens of Pinellas County.

VALUES: Earn a reputation as a trusted solution partner through every interaction by demonstrating credibility, fairness, respect, and service.

INSTRUCTIONS

The Unified Personnel Board invites feedback from Appointing Authorities regarding the effectiveness of the Human Resources Director. A copy of the Human Resources Annual Report has been provided as a resource. Appointing Authority feedback will be collected by the Human Resources Department and shared with each UPB member.

This feedback form presents six program areas over which the Human Resources Director is responsible. Each item contains statements established by the Unified Personnel Board describing competencies or strategic goals related to that program area. For each area, use the scale below to indicate your feedback regarding the director’s level of effectiveness. This form also contains the option of entering comments for each of the items. These comments may include responses to specific questions and any observations you believe appropriate and pertinent to share with the Personnel Board.

1 = Poor
2 = Fair
3 = Good
4 = Very Good
5 = Outstanding
N/A = Not applicable or Not sure

Please sign and date the form and forward it to Peggy Sellards at pSELLARDS@PINELLASCOUNTY.ORG by February 19, 2020. The results will be summarized and shared with Board members prior to their March meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.
SECTION 1: BEHAVIORAL COMPETENCIES

1. Leadership  
   
   a. Leadership and navigation – Navigates the organization and accomplishes HR goals; creates a compelling vision and mission for HR that aligns with the strategic direction and culture of the organization; leads and promotes organizational change; manages the implementation and execution of HR initiatives; and promotes the role of HR as a key business partner.

   b. Ethical practice – Maintains high levels of personal and professional integrity; acts as an ethical agent who promotes core values, integrity and accountability throughout the organization.

Comments related to this category.

2. Interpersonal  
   
   a. Relationship management – Creates and maintains a network of professional contacts within and outside of the organization; builds and maintains relationships; works as an effective team member; and manages conflict while supporting the organization.

   b. Communication – Effectively crafts and delivers concise and informative communications; and listens to and addresses the concerns of others.

   c. Cultural effectiveness – Values and considers the perspectives and backgrounds of all parties and promotes a diverse and inclusive workplace.

Comments related to this category.

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3. Organization

Rating: 

a. Business acumen – Understands the organization’s operations, functions and external environment; applies business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.

b. Consultation – Works with organizational stakeholders in evaluating business challenges and identifies opportunities for the design, implementation and evaluation of change initiatives; builds ongoing support for HR solutions that meet the changing needs of customers and the organization.

c. Critical evaluation – Collects and analyzes qualitative and quantitative data; and interprets and promotes findings that evaluate HR initiatives and informs business decisions and recommendations.

Comments related to this category.
SECTION 2: FOSTER AND DEVELOP PROGRAMS FOR THE IMPROVEMENT OF EMPLOYEE EFFECTIVENESS

1. Benefits and Wellness
   a. Deliver benefits programs that meet the needs of Appointing Authorities and their employees
   b. Provide benefits programs that lead to the attraction, retention, and motivation of employees
   c. Educate employees about benefits processes, plans, and annual enrollment information in a clear and timely manner

Comments related to this category.

2. Communications and Outreach
   a. Collect, understand, and respond to employee feedback in a timely manner to enhance trust and commitment to the organization
   b. Deliver reward and recognition programs that ensure the attraction, retention and motivation of employees

Comments related to this category.

3. HR Business Partners and Employee Relations
   a. Promote the benefits of a diverse and inclusive workforce
   b. Administer a performance management system that facilitates a fair evaluation of the workforce
   c. Deliver training, resources and guidance to support the performance management process
   d. Identify and develop internal talent to meet the short and long-term strategic objectives of the organization
   e. Actively partner with Appointing Authorities to project future hiring needs

2 Source: Performance Standards – Director of Human Resources, February 24, 2017
4. HR Information Systems and Records Administration  
Rating: 

   a. Leverage technology to enhance the effectiveness and efficiency of HR services and solutions  
   b. Prepare employees to use HR technology solutions

5. Learning and Development  
Rating: 

   a. Understand the critical competencies for each role in the organization to support employee development 
   b. Deliver learning and development programs that support the short and long-term strategic objectives of the organization 
   c. Prepare employees to work with diverse cultures and populations 
   d. Deliver high quality programs

Comments related to this category.
6. Workforce Strategy

a. Collaborate with Appointing Authorities to fill vacant positions in a timely manner
b. Apply an understanding of open positions in order to recruit qualified candidates
c. Recruit high quality candidates who have the required skills, experience, and capabilities to succeed in the organization
d. Support managers during the onboarding process to help new employees quickly become active contributors to the department
e. Develop and administer compensation programs that support the short and long-term strategic objectives of the organization
f. Provide compensation plans that support the attraction, retention, and motivation of employees
g. Educate employees on the way classification and compensation programs work in the Unified Personnel System

Comments related to this category.

ADDITIONAL COMMENTS

Thank you for providing feedback.

Appointing Authority’s Signature ___________________________ Date ___________________________
HR Director Annual Performance Review
Evaluation period: January 1, 2019 to December 31, 2019

Evaluator’s Name

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INSTRUCTIONS
Each member of the Unified Personnel Board is asked to comment on the performance of the Director of Human Resources. Several resources are being provided in order to assist with this process, including:

- The Department of Human Resources Annual Report
- Feedback from Appointing Authorities regarding the HR Director’s performance
- Results from the most recent biennial Employee Survey
- 2019 Human Resources Director Goals

On the following page, please document your assessment of the HR Director’s strengths and suggested areas for improvement. You are also asked to provide an overall rating as follows:

Needs Improvement:
The incumbent does not consistently meet the performance expectations and/or demonstrates only a moderate level of proficiency in the required competency. Additional training or commitment is required.

Meets Expectations:
The incumbent consistently meets and may occasionally exceed performance expectations while demonstrating proficiency in the required competency.

Exceeds Expectations:
The incumbent consistently exceeds performance expectations while demonstrating a high level of proficiency in the required competency.

Please sign and date the form and forward it to Carl Brody at cbrody@pinellascounty.org by February 27, 2020. The results will be summarized and placed on the agenda for the March 2020 meeting. The individual forms, accompanying summary, and other agenda materials will be included in the public record.
HR Director Annual Performance Review

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<th>Areas of Strength</th>
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<th>Suggested Areas for Improvement</th>
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<th>Additional Comments for the HR Director</th>
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<tr>
<th>Overall Level of Performance</th>
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Evaluator’s Signature  Date