Date: December 5, 2019  
Time: 6:30 p.m.  
Location: BCC Assembly Room, Fifth Floor, Pinellas County Courthouse  
315 Court Street, Clearwater, Florida

PLEDGE OF ALLEGIANCE

I. Citizens to be Heard

EAC  
II. Employees’ Advisory Council Representative

Personnel Board  
III. CONSENT AGENDA  
1. Request Approval of the Minutes of the Regular Personnel Board Meeting held November 7, 2019

Personnel Board  
IV. NEW BUSINESS  
1. Personnel Board Appointment

Human Resources  
V. INFORMATIONAL ITEMS  
1. Update on HR Director Goals  
2. Action Taken Under Authority Delegated by the Personnel Board  
3. Other Informational Items

County Attorney  
4. Sunshine Law and Public Records

Human Resources  
VI. HUMAN RESOURCES HIGHLIGHTS  
1. Human Resources Business Partners

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

Persons with a disability needing reasonable accommodation(s) to participate in this proceeding should contact the Office of Human Rights, 400 S. Fort Harrison Ave., 5th Floor, Clearwater, FL 33756  (727) 464-4062 (V/TDD) no later than 48 hours prior to the meeting.
The Unified Personnel Board (UPB) met in regular session at 6:30 P.M. on this date in the County Commission Assembly Room, Fifth Floor, Pinellas County Courthouse, 315 Court Street, Clearwater, Florida, with the following members present: Joan M. Vecchioli, Vice-Chair; Jeffrey Kronschnabl; Peggy O’Shea; Kenneth Peluso; and Paul Rogers.

Not Present: Ricardo Davis, Chair; and William A. Schulz II.

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

AGENDA

PLEDGE OF ALLEGIANCE

I. Citizens to be Heard

EAC

II. Employees’ Advisory Council Representative

Personnel Board

III. CONSENT AGENDA
1. Request Approval of the Minutes of the Regular Personnel Board Meeting held September 5, 2019
2. Request Approval of the Minutes of the Regular Personnel Board Meeting held October 3, 2019

Human Resources

IV. INFORMATIONAL ITEMS
1. HR Director Performance Review Process
2. Update on HR Goals
3. Good News About Our Health Plan
4. Action Taken Under Authority Delegated by the Personnel Board
5. Reappointment of the following Personnel Board Members for 2020-2021: Paul Rogers and Joan Vecchioli
6. Other Informational Items

County Attorney

7. Discuss the Personnel Board Appointment for 2020-2021

Human Resources

V. HUMAN RESOURCES HIGHLIGHTS
1. Wellness Program Strategy

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

CALL TO ORDER

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

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

EMPLOYEES’ ADVISORY COUNCIL (EAC) REPRESENTATIVE

EAC Chair Lisa Arispe provided the following update:

- EAC Bylaws have been reviewed and will come before the UPB at the December meeting.
- Reported the EAC election results.
- Introduced Workforce Relations Director Rodney Marion.

CONSENT AGENDA – APPROVED

Upon motion by Mr. Peluso, seconded by Ms. O’Shea and carried unanimously, the minutes of the regular meeting held September 5, 2019, were approved.

Upon motion by Ms. O’Shea, seconded by Mr. Peluso and carried unanimously, the minutes of the regular meeting held October 3, 2019, were approved.

INFORMATIONAL ITEMS

HR Director Performance Review Process

Ms. Schoenherr related that the timeline for her review is consistent with guidelines established by the Board in previous years. She noted that upon completion of the 2019 Annual Report, it will be provided to the Board, the Appointing Authorities, and the EAC; that the Appointing Authorities and EAC will be asked to submit their feedback by February 19 to be distributed to the Board members for review; and that the members will have until February 27 to complete their evaluations, which will be shared with Chair Davis, who will lead the discussion at the March meeting. Responding to query by Vice-Chair Vecchioli, Mses. Arispe and Schoenherr provided further information regarding the process.
Referring to documents included in the agenda packet, Ms. Schoenherr discussed the Director of Human Resources performance standards adopted in 2017 and the categories of Executive Head of the Personnel Department, and Foster and Develop Programs for the Improvement of Employee Effectiveness. She described the measurement tools and instruments utilized to obtain feedback and determine results; whereupon, she related that the category of Behavioral Competencies is taken directly from the Society for Human Resources Management Body of Competency and Knowledge and provided a brief overview of the *HR Director Annual Performance Review* document.

**Update on the HR Director Goals**

Ms. Schoenherr referred to a document titled *2019 Human Resources Director Goals Progress Report* and provided results from a Human Resources Customer Satisfaction survey and the 2019 Employee Voice survey; whereupon, she referred to a PowerPoint presentation titled *Branding Update: Workforce Strategy* and discussed recruiting efforts.

In response to query by Vice-Chair Vecchioli, Ms. Schoenherr related that the Employee Voice survey participation rate increased from 73 percent in 2017 to 84 percent in 2019.

**Good News About Our Health Plan**

Referring to a PowerPoint presentation, Ms. Schoenherr discussed positive trends with regard to Pinellas County employees’ health and noted that, due to participation in health incentives and programs, health care premiums did not increase for 2020; whereupon, she highlighted the various programs available to employees.

Responding to queries by Mr. Peluso and Ms. O’Shea, Ms. Schoenherr related that the County is under contract with United HealthCare; that it will seek competitive proposals upon completion of the current five-year term; and that the County pays approximately 97 percent of the health care premium for employee-only coverage and approximately 84 percent for family coverage.

**Action Taken Under Authority Delegated by the Personnel Board**

The document titled *Action Taken Under Authority Delegated by the Unified Personnel Board* has been made a part of the record.
Ms. Schoenherr related that the report includes the Evergreen study exempt position reclassifications and secondary review results; that there are no appeals; and that the work process with Evergreen has officially closed.

Reappointment of Personnel Board Members for 2020-2021: Paul Rogers and Joan Vecchioli

The Board members congratulated Mr. Rogers and Ms. Vecchioli on their reappointment.

Ms. Schoenherr related that Mr. Rogers is appointed by the EAC and that Ms. Vecchioli is appointed by the Constitutional Officers. She reported that the terms of Kenneth Peluso and Ricardo Davis will expire at the end of December; that Mr. Peluso is appointed by the County Commissioners, who will consider his reappointment at the December 10 Board meeting; and that Mr. Davis is appointed by the other members of the UPB.

Personnel Board Appointment for 2020-2021

Attorney Brody indicated that the members will have an opportunity at the December meeting to engage in discussion and take action if they wish to have Mr. Davis remain as their representative; whereupon, Ms. Schoenherr related that he has expressed an interest in continuing to serve.

Other Informational Items

The following miscellaneous information items were received for filing:

1. Minutes of the EAC Representative meetings of August 21 and September 18, 2019
2. Minutes of the EAC Delegate meeting of September 26, 2019
3. Leadership Notes for October 2019

HUMAN RESOURCES HIGHLIGHTS

Wellness Program Strategy

Referring to a PowerPoint presentation titled Wellness Program Strategy, Human Resources Wellness Manager Jane Grannis provided background information, highlighted the successes of the program activities, and discussed the following:
In response to queries by Mr. Peluso and Vice-Chair Vecchioli, Ms. Grannis related that the Learning Series program consists of face-to-face instruction; and that additional programs are available online for employees unable to leave their offices for extended periods. She indicated that the courses are offered at various times and locations based on department needs and content.

Responding to query by Vice-Chair Vecchioli, Ms. Schoenherr related that the ability for employees to participate is based on the work and structure within each department; and that management is encouraged to be flexible and support participation.

In response to query by Mr. Peluso, Ms. Grannis indicated that there are monetary incentives associated with the Learning Series programs.

**ADJOURNMENT**

There being no further business, Vice-Chair Vecchioli adjourned the meeting at 7:32 P.M.
2019 Human Resources Director Goals
December 5, 2019 Progress Report

Strategic Plan
- Ensure the accomplishment of 2019 action plans related to the 2018-2020 Human Resources Strategic Plan
  The role of HR Business Partner impacts all four strategic focus areas (HR Business Partner presentation at the December 5 Personnel Board meeting)

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
    Emotional Intelligence presentation at October 29 HR staff meeting
  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)
  o Meet individually with each Appointing Authority at least twice annually to foster effective working relationships, understand service needs, and solicit feedback
  o Meet individually with each Personnel Board member at least twice annually to provide updates and receive guidance

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

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

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

- Enhance decision support services for Appointing Authorities through more robust dashboards, key performance indicators (KPI’s) and other workforce reports from Human Resources

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

Planning and Performance
- Prepare UPS for possible FY20 merit pay program implementation, including development of process and tools
  - Work with Appointing Authorities and the EAC on the development of an Employee Value Proposition (EVP) for the Unified Personnel System, with specific focus on cash compensation, benefits and rewards
  - Performance management – Expand supervisor development in conducting meaningful performance assessments that align with organizational strategic goals
- Complete 2019 Employee Voice Survey – Goal of 75% participation rate
  Achieved an 83.7% participation rate, shared the Unified Personnel System results on the HR website and in the November Pen newsletter (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
  - Work with affected stakeholders to update the BCC Exempt pay plan
  - Implement method for awarding in-range pay adjustments to recognize employee career growth and development
- Design and implement employee education campaign around the value/competitiveness of benefits and how various programs work
- Provide each employee with a customized Total Compensation Statement

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

December 5, 2019 Attachments:
  A. A Visit to Your Workplace as of 11/20/19
  B. Employee Voice 2019 Survey: Unified Personnel System Results and Infographic Summary
### Employees’ Advisory Council (EAC)
#### A Visit to Your Workplace – Spring 2019
*(as of 11/20/2019)*

<table>
<thead>
<tr>
<th>EAC Member</th>
<th>Representing</th>
<th>Date</th>
<th>Meeting Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ashley Skubal</td>
<td>At Large</td>
<td>June 14</td>
<td>11:30-12:30</td>
</tr>
<tr>
<td>Henry Gomez</td>
<td>BCC Group I - Solid Waste Mosquito Control</td>
<td>July 10, August 20</td>
<td>2:00-3:30, 6:45-8:00</td>
</tr>
<tr>
<td></td>
<td>North GMD</td>
<td>October 23, October 24</td>
<td>7:30-9:00, 7:30-9:00</td>
</tr>
<tr>
<td>Randy Rose</td>
<td>BCC Group II</td>
<td>June 12</td>
<td>9:30-10:30</td>
</tr>
<tr>
<td>Lisa Arispe</td>
<td>BCC Group III</td>
<td>To be Scheduled</td>
<td></td>
</tr>
<tr>
<td>Charles Toney</td>
<td>BCC Group IV</td>
<td>To be Scheduled</td>
<td></td>
</tr>
<tr>
<td>Donna Beim</td>
<td>BCC Group V - Consumer Protection</td>
<td>May 3, October 24</td>
<td>3:00-4:00, 10:00-11:30</td>
</tr>
<tr>
<td>Doris McHugh</td>
<td>BCC Group VI</td>
<td>April 30</td>
<td>9:00-10:00</td>
</tr>
<tr>
<td>Bill Gorman</td>
<td>BCC Group VII</td>
<td>September 11</td>
<td>8:30-9:30</td>
</tr>
<tr>
<td>Clare McGrane</td>
<td>BCC Group VIII</td>
<td>May 14</td>
<td>9:15-10:15</td>
</tr>
<tr>
<td>Leena Delli Paoli</td>
<td>Clerk North</td>
<td>April 30</td>
<td>3:00-4:00</td>
</tr>
<tr>
<td>Marion Nuraj</td>
<td>Clerk South</td>
<td>April 23</td>
<td>8:30-9:30</td>
</tr>
<tr>
<td>Kevin Connelly</td>
<td>Other Appointing Authorities</td>
<td>May 9</td>
<td>8:15-9:15</td>
</tr>
<tr>
<td>Christian Steiermann</td>
<td>Property Appraiser</td>
<td>April 26</td>
<td>8:00-9:00</td>
</tr>
<tr>
<td>Linda Cahill</td>
<td>Supervisor of Elections</td>
<td>To be Scheduled</td>
<td></td>
</tr>
<tr>
<td>Richard Carvale</td>
<td>Tax Collector</td>
<td>October 9</td>
<td>9:00-10:30</td>
</tr>
</tbody>
</table>
### UPS Employee Responses
### Response Rate: 83.7%

The following tables contain the complete set of responses including "don't know" responses.

#### How likely or unlikely are you to recommend working for Pinellas County to someone who asks?

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1 Level of recommendation</td>
<td>88%</td>
<td>89%</td>
<td>85%</td>
<td>85%</td>
</tr>
</tbody>
</table>

#### Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY.

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>2 Overall, I am satisfied with my job</td>
<td>83%</td>
<td>83%</td>
<td>85%</td>
<td>83%</td>
</tr>
<tr>
<td>3 Overall, I feel positive about working for PINELLAS COUNTY</td>
<td>87%</td>
<td>87%</td>
<td>86%</td>
<td>84%</td>
</tr>
<tr>
<td>5 I plan on working for this organization a year from now</td>
<td>87%</td>
<td>89%</td>
<td>87%</td>
<td>88%</td>
</tr>
<tr>
<td>6 I feel positively challenged in my current job</td>
<td>79%</td>
<td>78%</td>
<td>80%</td>
<td>84%</td>
</tr>
<tr>
<td>7 I have good friends at work</td>
<td>85%</td>
<td>86%</td>
<td>85%</td>
<td>84%</td>
</tr>
<tr>
<td>8 I know what is expected of me at work</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>9 I have the opportunity to do what I do best every day at work</td>
<td>81%</td>
<td>80%</td>
<td>79%</td>
<td>77%</td>
</tr>
<tr>
<td>10 I plan on working for this organization a year from now</td>
<td>87%</td>
<td>89%</td>
<td>87%</td>
<td>88%</td>
</tr>
<tr>
<td>11 I have received recognition or praise for doing good work in the last quarter</td>
<td>72%</td>
<td>75%</td>
<td>61%</td>
<td>59%</td>
</tr>
<tr>
<td>12 In the last quarter, someone at work has talked to me about my progress</td>
<td>68%</td>
<td>70%</td>
<td>72%</td>
<td>70%</td>
</tr>
</tbody>
</table>

#### Please rate the quality of each of the following aspects of working for your DEPARTMENT.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>14 The working relationships in my department overall</td>
<td>70%</td>
<td>70%</td>
<td>68%</td>
<td>68%</td>
</tr>
<tr>
<td>15 Communication among all members of my department</td>
<td>62%</td>
<td>60%</td>
<td>55%</td>
<td>54%</td>
</tr>
<tr>
<td>16 The work being done at my department overall</td>
<td>81%</td>
<td>82%</td>
<td>81%</td>
<td>80%</td>
</tr>
<tr>
<td>17 Overall staff morale</td>
<td>53%</td>
<td>53%</td>
<td>49%</td>
<td>49%</td>
</tr>
<tr>
<td>18 A respectful atmosphere</td>
<td>71%</td>
<td>70%</td>
<td>63%</td>
<td>63%</td>
</tr>
<tr>
<td>19 Communicating standards of ethical behavior</td>
<td>73%</td>
<td>72%</td>
<td>67%</td>
<td>59%</td>
</tr>
<tr>
<td>20 Modeling standards of ethical behavior</td>
<td>71%</td>
<td>71%</td>
<td>65%</td>
<td>57%</td>
</tr>
<tr>
<td>21 Maintaining a work environment that is free of violence</td>
<td>91%</td>
<td>91%</td>
<td>81%</td>
<td>77%</td>
</tr>
<tr>
<td>21 Maintaining a work environment that is free of harassment</td>
<td>78%</td>
<td>78%</td>
<td>81%</td>
<td>77%</td>
</tr>
<tr>
<td>22 Maintaining a work environment that is free of drug or alcohol abuse</td>
<td>93%</td>
<td>92%</td>
<td>92%</td>
<td>87%</td>
</tr>
<tr>
<td>23 Clarity of staff roles and responsibilities</td>
<td>64%</td>
<td>66%</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>24 Compensation (salary and benefits) compared with similar opportunities</td>
<td>49%</td>
<td>46%</td>
<td>47%</td>
<td>47%</td>
</tr>
<tr>
<td>25 Defining department performance objectives</td>
<td>65%</td>
<td>67%</td>
<td>49%</td>
<td>50%</td>
</tr>
<tr>
<td>26 Supporting continual learning and development</td>
<td>73%</td>
<td>72%</td>
<td>65%</td>
<td>65%</td>
</tr>
<tr>
<td>27 Opportunities to develop a career path</td>
<td>53%</td>
<td>52%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>28 Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.)</td>
<td>71%</td>
<td>71%</td>
<td>66%</td>
<td>66%</td>
</tr>
<tr>
<td>29 Availability of necessary materials, resources and equipment to do the job effectively</td>
<td>77%</td>
<td>77%</td>
<td>74%</td>
<td>75%</td>
</tr>
<tr>
<td>30 Providing individual and group work spaces to do the job effectively</td>
<td>76%</td>
<td>76%</td>
<td>73%</td>
<td>79%</td>
</tr>
</tbody>
</table>

#### Please rate each of the following aspects of your WORKGROUP.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>31 The working relationships in my workgroup overall</td>
<td>78%</td>
<td>78%</td>
<td>75%</td>
<td>79%</td>
</tr>
<tr>
<td>32 Communication among all staff in my workgroup overall</td>
<td>71%</td>
<td>71%</td>
<td>68%</td>
<td>68%</td>
</tr>
<tr>
<td>33 The distribution of work among team members in my workgroup</td>
<td>65%</td>
<td>67%</td>
<td>62%</td>
<td>60%</td>
</tr>
<tr>
<td>34 The quality of the working relationships between sections or workgroups in this organization</td>
<td>67%</td>
<td>67%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>35 The quality of work being done in my workgroup overall</td>
<td>85%</td>
<td>87%</td>
<td>83%</td>
<td>86%</td>
</tr>
<tr>
<td>36 Overall staff morale in my workgroup</td>
<td>64%</td>
<td>63%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>Please rate each of the following aspects of your SUPERVISOR’S performance.</td>
<td>Positive Rating</td>
<td>Positive Rating</td>
<td>Positive Rating</td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------------------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2019</td>
<td>2017</td>
<td>2015</td>
</tr>
<tr>
<td>46</td>
<td>Fostering an atmosphere of mutual trust and confidence</td>
<td>69%</td>
<td>68%</td>
<td>64%</td>
</tr>
<tr>
<td>47</td>
<td>Promoting a positive working relationship among workgroup members</td>
<td>72%</td>
<td>71%</td>
<td>66%</td>
</tr>
<tr>
<td>28</td>
<td>Dealing with low-performing employees</td>
<td>43%</td>
<td>43%</td>
<td>24%</td>
</tr>
<tr>
<td>29</td>
<td>Rewarding/recognizing high-performing employees</td>
<td>53%</td>
<td>51%</td>
<td>27%</td>
</tr>
<tr>
<td>31</td>
<td>Applying discipline fairly and consistently</td>
<td>55%</td>
<td>53%</td>
<td>35%</td>
</tr>
<tr>
<td>34</td>
<td>Coaching or mentoring employees</td>
<td>62%</td>
<td>61%</td>
<td>48%</td>
</tr>
<tr>
<td>48</td>
<td>Providing specific, constructive feedback that helps improve performance</td>
<td>65%</td>
<td>67%</td>
<td>61%</td>
</tr>
<tr>
<td>49</td>
<td>Working together with employees to set goals</td>
<td>65%</td>
<td>64%</td>
<td>59%</td>
</tr>
<tr>
<td>50</td>
<td>Communicating expectations of employees</td>
<td>69%</td>
<td>69%</td>
<td>61%</td>
</tr>
<tr>
<td>51</td>
<td>Encouraging employees to make decisions concerning their work</td>
<td>72%</td>
<td>73%</td>
<td>69%</td>
</tr>
<tr>
<td>52</td>
<td>Informing employees about decisions that impact work</td>
<td>68%</td>
<td>70%</td>
<td>65%</td>
</tr>
<tr>
<td>54</td>
<td>Treating employees with respect</td>
<td>77%</td>
<td>77%</td>
<td>72%</td>
</tr>
<tr>
<td>55</td>
<td>Welcoming employee involvement in decision-making</td>
<td>67%</td>
<td>67%</td>
<td>63%</td>
</tr>
<tr>
<td>65</td>
<td>Accessibility of supervisor to address questions and concerns</td>
<td>78%</td>
<td>78%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Please rate the quality of each of the following aspects of your organization’s executive leadership, i.e. your Appointing Authority</th>
<th>Positive Rating</th>
<th>Positive Rating</th>
<th>Positive Rating</th>
<th>Positive Rating</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td>2019</td>
<td>2017</td>
<td>2015</td>
<td>2013</td>
</tr>
<tr>
<td>56</td>
<td>Clarity of strategic direction, goals and objectives</td>
<td>58%</td>
<td>63%</td>
<td>61%</td>
<td></td>
</tr>
<tr>
<td>57</td>
<td>Communicating information in a timely manner</td>
<td>59%</td>
<td>60%</td>
<td>59%</td>
<td>55%</td>
</tr>
<tr>
<td>58</td>
<td>Communicating information that helps employees to understand the problems and issues facing Pinellas County</td>
<td>57%</td>
<td>59%</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>59</td>
<td>Encouraging employees to come up with innovative solutions to problems</td>
<td>58%</td>
<td>59%</td>
<td>57%</td>
<td>52%</td>
</tr>
<tr>
<td>60</td>
<td>Welcoming employee involvement in decision-making</td>
<td>49%</td>
<td>50%</td>
<td>48%</td>
<td>45%</td>
</tr>
<tr>
<td>61</td>
<td>Listening to employee opinions</td>
<td>53%</td>
<td>51%</td>
<td>48%</td>
<td>45%</td>
</tr>
<tr>
<td>62</td>
<td>Promoting a climate of mutual understanding and respect among members of different groups</td>
<td>59%</td>
<td>60%</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>63</td>
<td>Overall level of confidence in the leadership of my top leadership</td>
<td>60%</td>
<td>62%</td>
<td>58%</td>
<td></td>
</tr>
</tbody>
</table>
Pinellas County recently worked with a third party to roll out the 2019 Employee Voice Survey. Results are currently being shared with your Appointing Authorities, but here is a sneak peek of the UPS-wide results.

**SURVEY DATES:**
Launched August 11, 2019 and closed September 4, 2019.

**PARTICIPANTS:**
84% of employees participated

**WORKING FOR PINELLAS:**
88% of Pinellas County employees would recommend working for the County

**WORKPLACE DIMENSIONS:**
Questions captured your experience with the workplace dimensions of Credibility, Respect, Pride, Camaraderie and Fairness. Below see the trends in average satisfaction scores by dimension.

<table>
<thead>
<tr>
<th>Year</th>
<th>Pride</th>
<th>Camaraderie</th>
<th>Respect</th>
<th>Credibility</th>
<th>Fairness</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>83%</td>
<td>71%</td>
<td>68%</td>
<td>66%</td>
<td>65%</td>
</tr>
<tr>
<td>2017</td>
<td>84%</td>
<td>72%</td>
<td>68%</td>
<td>66%</td>
<td>65%</td>
</tr>
<tr>
<td>2015</td>
<td>83%</td>
<td>70%</td>
<td>64%</td>
<td>60%</td>
<td>57%</td>
</tr>
<tr>
<td>2013</td>
<td>83%</td>
<td>70%</td>
<td>64%</td>
<td>57%</td>
<td>55%</td>
</tr>
</tbody>
</table>

**Average Positive Rating**

You shared what you like most and what you like least about working for Pinellas County.

**WHAT YOU LIKE MOST:**
- Job Satisfaction
- Public Service
- Culture
- Training
- Coworkers
- Benefits
- Flexibility
- Job Security

**WHAT YOU LIKE LEAST:**
- Coworkers
- Culture
- Flexibility
- Wages
- Training
- Supervisor
- Accountability
- Benefits
- Communication

Thank you very much to those who participated for helping guide future Pinellas County workplace improvements!
Human Resources Director

Action Taken Under Authority Delegated by the Unified Personnel Board

The Human Resources Director, having been granted delegated authority to act on behalf of the Unified Personnel Board, has taken the following action from **October 27, 2019 through November 23, 2019**.

REVISIONS

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>TITLE</th>
<th>PG</th>
</tr>
</thead>
<tbody>
<tr>
<td>09154</td>
<td>Voter Outreach Manager</td>
<td>150</td>
</tr>
<tr>
<td>09162</td>
<td>Elections Information Technology Coordinator</td>
<td>150</td>
</tr>
<tr>
<td>10824</td>
<td>Law Enforcement Telecommunicator</td>
<td>C16</td>
</tr>
</tbody>
</table>
Employees’ Advisory Council – Representative Meeting Minutes  
County Office Annex, Room 429, Clearwater, FL  
Wednesday, October 16, 2019, 2:30 p.m. – 4:45 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 August 21, 2019 Representative meeting minutes were approved with a motion by Christian Steiermann, seconded by Richard Carvale. Approved by all. Motion carried.
- The September 18, 2019 Representative meeting minutes were approved, after the addition of proxy name, with a motion by Leena Delli Paoli, seconded by Donna Beim. Approved by all. Motion carried.
- The September 26, 2019 Delegates meeting minutes were approved with a motion by Marion Nuraj, seconded by Bill Gorman. Approved by all. Motion carried.

Comments from Holly Schoenherr, Director of Human Resources
- Job Postings on Taleo – In the August meeting items were brought up about the job application process and time frame. Holly invited Meagan Decker to discuss those issues.
  - Close Dates – Close dates were moved from Sundays to Fridays because people wait until the last minute to apply for a position that they are interested in, and when they experience technical difficulties there is no one available to answer their calls. Although there are still some individuals who wait until Friday evening to apply the number of individuals who call because they were unable to apply has decreased significantly.
  - Resume – Once an employee uploads a resume to their profile, it will attach to every position that the employee applies for. The only way to remove a resume is to update it with a new version.
- Biometric Screening – Letters went out to all employees letting them know the status of their biometric screening and Rally Health Survey. Make sure that you check the letter for accuracy. Biometric screenings and Rally Health Survey must be completed by December 31, 2019 to save $500.00 on your health care premiums.

Amber Bradley and Victoria Thiel, Tax Collector’s Office
Amber and Victoria gave a presentation on a proposal that they participated in creating for the Tax Collector as part of their Customer Service Team. The Customer Service Team was tasked with creating a proposal for how to boost morale when it comes to Pay and Recognition.
- The team proposed that employees be given 3 additional county holidays: Good Friday, Columbus Day and Christmas Eve (on the years when Christmas falls on Wednesday).
- The team noticed that a significant number of employees request these days off, and when they surveyed employees the main reason was that this is when schools and childcare are closed. The team felt that when there is a large number of employees out of the office it creates longer than normal wait times for citizens, even though the customer counts are down because people think we are closed. When a large number of staff is off it also adds additional work for those employees who are not off.
• The team felt that if these days were observed as county holidays it would be better for the organization, as customers seem to be more upset about longer than normal wait times than they are about the county being closed on a holiday where banks and post offices are already closed.
• The team is still in the beginning stages of the process, and there is still work to be done with regard to the impact on other Appointing Authorities, but they are optimistic.

Personnel Board 10/03/19 Comments
• Employee Termination Appeal – A termination appeal was heard. The employee had legal representation; however, the termination was upheld.

Old Business
• EAC Elections – Carol Strickland gave an update on the elections. The period to submit a nomination ended on October 14, 2019. For those sections that have multiple candidates, ballots will be sent out via email on December 2nd and are due on December 13th.
• Bylaws – Clarification is needed from Carole Sanzeri, County Attorney, regarding the use of a Proxy in the event that a Representative cannot attend a meeting. Finalization of the bylaws is tabled pending clarification.
• SOPs – SOPs will now be referred to as the EAC Welcome Packet with the idea that it will be given to new Representatives to help the transition from one rep to another run more smoothly. Representatives will send ideas to Bill Gorman for inclusion in the welcome packet. Ideas will be compiled and we will work on them from there.
• EAC Initiatives – Due to time we will discuss the list of items that were submitted at the next regularly scheduled meeting.

New Business
• HR Director’s Review – Will have a special meeting to discuss the HR Director’s Review. Lisa Arispe will send out a clean copy of the review from last year for all Reps to look at prior to the meeting. Meeting will be held November 8, 2019 at 2:30 pm. 400 S Ft Harrison, 5th Floor OHR Conference Room.

Round Table
• Emergency Management – Employees requesting clarification on the Emergency Management Rules. Specifically what is the rule when leave was scheduled and an emergency happens? Is an employee required to cancel their scheduled leave to report to their post? What if the employee is not in the state? What if they live in another county and the roads are closed?
• Domestic Violence Awareness Month – The Clerk’s office participates in Domestic Violence Awareness Month each October, including wearing purple on Turn Pinellas Purple Day and the National Wear Purple Day (Purple Thursday). A suggestion was made that other Appointing Authorities participate by also wearing purple on Thursday October 24th. Citizens will take notice and they will ask questions; asking questions leads to conversations; conversations lead to awareness; awareness leads to prevention.
• Survey Monkey – Voluntary Benefits survey is still available. Henry Gomez asked that everyone try to get as many employees to take the survey as possible. Leena Delli Paoli asked that in the future we try to make sure that the survey is exactly how we want it before we send it out to employees, so that what we send out is the final product, and so that the link we send doesn’t get deleted and cause frustration for employees.

Adjourned
Richard Carvale made a motion to adjourn at 4:48 p.m., seconded by Ashley Skubal.
<table>
<thead>
<tr>
<th>Lisa Arispe*</th>
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<th>Richard Carvale*</th>
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<tr>
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<td>Henry Gomez*</td>
<td>Bill Gorman*</td>
<td>Clare McGrane*</td>
<td>Doris McHugh*</td>
</tr>
<tr>
<td>Marion Nuraj*</td>
<td>Randy Rose*</td>
<td>Ashley Skubal*</td>
<td>Christian Steiermann*</td>
<td>Charles Toney*</td>
</tr>
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*EAC Representatives in attendance at this meeting.
Call to Order
The EAC Special Representative meeting to discuss the Human Resources Director’s performance review was called to order at 2:30 p.m. by Chair, Lisa Arispe.

New Business – Human Resources Director Performance Review
The Council was provided the performance review guidelines and the Performance Standards prior to the meeting as a method to uniformly provide input on the overall evaluation. Through discussion the Council rated the HR Director on each applicable area as outlined. Overall the Council commented as follows:

Leadership – It was noted that of the 200+ people who filled out comment cards with HR 82% of them gave a positive satisfaction rate; 83% received timely responses; 92% felt HR was helpful; and 90% felt HR was professional. It was also noted that 2019 HR Goals were established and work had been done to accomplish the goals. There was a great deal of talk regarding the Sunshine Investigation and Bullying Policy; most felt that there were other options to handling these situations including the suggestion of a retreat provided to Holly by Pinellas County Clerk of Court, Mr. Ken Burke.

Interpersonal – Noted that some employees are still not receiving all of the information that is being sent out regarding changes and benefits. Also noted that surveys were sent out asking how people wanted to receive information from HR, however it is difficult for those without computer access to take an electronic survey. Holly did site meetings with EAC Members to get to know them and the jobs that they performed, which was nice. Though it is not clear if Holly is in support of a Merit Pay System, she has been working with other Appointing Authorities to get one established. Holly was selected by the other Appointing Authorities to take the lead on the Benefits Committee, however to date no meetings have been scheduled, which is frustrating since many of the EAC Initiatives are to be completed by the Benefits Committee.

Organization – Holly is very good about sending out surveys and collecting data so that she can bring the facts back to the EAC Meetings. Holly also brings a lot of handouts to the meetings that we are able to include in the minutes and share with our departments. Holly sent out surveys to the Personnel Board, Appointing Authorities, and the EAC to assist in establishing the 2019 HR Goals; this is something new that Holly started in 2019. Communication regarding benefits increased and there were more informational meetings scheduled than in the past; also employees and their family members could attend the benefits informational meetings which is new this year.

Benefits and Wellness – Disappointed that there is still no merit pay system, which some members felt was because of opposition from Holly over the past few years. A large variety of training classes are offered. There are also various benefit informational meeting options including online, evening
and offsite classes. Great benefits plan compared to surrounding areas. Slow start to the benefits committee.

**Communication and Outreach** – Response times to inquiries have decreased significantly. Employees are receiving better, more timely, answers. HR reaches out to colleges and job fairs to increase information to the public and also to increase job pools. Holly is working with the other appointing authorities to develop the best merit pay system possible, however we currently do not have a merit pay system.

**HR Business Partners and Employee Relations** – Multiple classes are offered that are directed at working with individuals who are different than you. Courses are offered to develop employees using the Career Paths.

**HR Info Systems and Records Administration** – Tabled to next meeting.

**Training and development** – Tabled to next meeting.

**Workforce Strategy** – Tabled to next meeting.

**Adjourned**
Marion Nuraj motioned to adjourn at 4:40pm seconded by Kevin Connelly.

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<td>Charles Toney*</td>
</tr>
</tbody>
</table>

*EAC Representatives in attendance at this meeting.
How to Become a Great Leader

Purpose is what drives you.
Passion fuels you.
Pride defines you.

What’s the secret to becoming a great leader?
(Hint: It’s not about your title.)

For one thing, you’ve got to work at it, said Steve Gilliland, a motivational speaker and author who spoke to HR professionals at a Society for Human Resource Management Annual Conference.

Too often, leaders confuse profits with purpose and disregard the principles that drive people.

Leadership is not about what title you have or even how many employees report to you, he said, noting that the greatest leader he ever knew was a secretary who worked for him years ago. She taught him that leadership is about how much influence you have.

“You’ll know you’ve arrived as a leader when people follow you because they want to — and not because they have to,” said Gilliland, author of Detour and Enjoy the Ride.

If you want people to follow you because they want to and not because they have to, focus on instilling in them three things: purpose, passion and pride. “Purpose is what drives you. Passion fuels you. Pride defines you,” he said.

To gain influence, you must first earn people’s trust and respect. Start that process by learning as much as you can. He said he reads three books a month. “If you don’t grow yourself, you can’t grow them,” he said.

You also need to show people that you care. Ask about their children. Find out what their interests are. Something as simple as a kind word can make a difference to those around you.

“You get a chance to influence people every day,” he said. So, make sure what you say or do improves the situation. You’ll notice a ripple effect. If you’re kind to others, they’ll be kind to those around them.

If you want people to follow you, help center them. “Remind them why you do what you do,” he said. For example, when speaking to a company that sold hospital equipment, he reminded them that they help save lives. “When the ‘why’ is clear, the ‘how’ is easy,” he said.

Finally, appreciate good people because they’re hard to find, he said. He asked the audience: When is the last time you thanked your employees? When is the last time you invited them into your office for a compliment — instead of a reprimand?

Source - Society for Human Resource Management:

As you receive 2019 Employee Voice Survey results, you will see data trends from the last few years and will be able to see if our employees feel valued by their supervisors and leadership team. We encourage you to take a look at the 2019 survey results and identify focus areas of improvement. Ask yourself, “What have I done to build trust today?” The UPS-wide results will be shared in the November issue of the Pen.
Combatting Workplace Stress

A recent survey of 2,843 professionals by LinkedIn showed that half (49%) felt stressed in their jobs. Here are some more interesting results of the survey:

A. **What are your biggest drivers of stress at work?**
   The #1 answer across gender, age and seniority was workload:
   1. Work-Life Balance/Workload: 70%
   2. Confidence in Job Future: 64%
   3. Sense of Purpose/Direction: 64%
   4. Colleagues/Office Politics: 63%
   5. Access to Tools to Do Your Job: 62%

B. **Are men or women more stressed at work?**
   It’s an even balance. Both have the same drivers of stress (see #1 above) but women reported more stress dealing with colleagues and office politics.
   - Men: 50%
   - Women: 48%

C. **What generation is more stressed at work?**
   Gen Xers are the most stressed and millennials the least stressed.
   - Millennials (born 1981-1996): 46%
   - Gen Xers (born 1965-1980): 54%
   - Baby Boomers (born 1946-1964): 48%

Now that we know who is stressed, how can we combat stress at work?

1. **Say “no” more.** Since the biggest causes of workplace stress are workload and lack of work-life balance, we need to say “no” more often and take on fewer responsibilities. This starts with setting realistic priorities and then sticking to them.

2. **You can only control yourself.** The second-biggest cause of stress at work is fear about your job future. Constant changes and uncertainty about the future are a given in today’s fast-moving environment. Your best move is to invest in yourself by making learning part of your daily routine. This will reduce your stress at work and make you more marketable. Pinellas County offers employees a wide range of courses in the Learning Catalog plus the Learning Paths, tuition reimbursement for courses taken on your time, and ULearnIt online learning.

3. **Build your career with reflection and minor adjustments.** Finding your purpose and direction is a stressor that particularly affects young professionals. The reality is that few people have it all figured out. The key is to reflect on what you like and don’t like about your current job to get to know yourself better. Give yourself time to find your passion and purpose in life.

4. **Not all office politics are bad.** Every organization has some level of office politics which means that you need to get involved to some extent. Focus on positive actions to make smart, strategic moves to advance your career while being true to yourself.

Source – Stress at Work Report: Who is Feeling it the Most and How to Combat It:
www.linkedin.com/pulse/stress-work-report-who-feeling-most-how-combat-paul-petrone

Want more great tips?
View Coping with Stress at Work for 18 tips to reduce stress.
Human Resources Business Partners

Unified Personnel Board Meeting
December 5, 2019
Why HR Business Partners?

- Understand unique business strategies of partner organizations
- Help shape positive change
- Contribute to achieving strategic objectives
- Balance needs of stakeholders
- Overall organizational health: people, performance
- Short-term and long-term
- Root cause analysis
- Conduit to and from HR and Business Partner
HR Strategic Drivers for Business Partners

- **Diverse and Inclusive Culture**
  - 1:1 Facilitate diversity in recruitment, retention and promotional opportunities
  - 1:2 Integrate inclusion into all HR policies and practices
  - 1:3 Promote the benefits of a diverse and inclusive culture

- **Talented Workforce – Learning Culture**
  - 2:2 Develop a diverse, talented and engaged workforce to meet the needs of our citizens/customers
HR Strategic Drivers for Business Partners
continued

- **Engaged Workforce: Positive and Engaging Work Environment**
  - 3:1 Employees and volunteers feel valued
  - 3:2 Employees seek continuous improvement
  - 3:3 Cultivate atmosphere in HR for open communication & trust

- **Prepared to Effectively Serve**
  - 4:1 Cultivate employee success through entire lifecycle
  - 4:2 Deliver effective and efficient customer service – understand needs of citizens and partners
  - 4:3 Provide valuable communications for greater transparency and consistency
HR Business Partners Success Factors

- Client Satisfaction – 95%+ annual reviews - 2017, 2018, 2019 with request for more formal partners
- Met project objectives
  - Leadership development
  - Organizational restructuring
  - Promotional assessment centers
  - Hiring for new direction
  - Process improvement
  - Performance management
  - Employee engagement
  - Mediation
HR Business Partnerships

- Clerk Finance
- Convention and Visitors Bureau
- Development Review Services
- Forward Pinellas
- Office of Human Rights
- Parks and Conservation Resources
- Planning
- Property Appraiser
- Public Works
- Real Estate Management
- Tax Collector
- Utilities
HR Business Partner Competencies

Professional certification

▶ Consulting and Execution
  ▪ Change Agent
  ▪ Self-Awareness
  ▪ Strategic Partner
  ▪ Data Analysis
  ▪ Common Vision
  ▪ Influencing Skills
HR Business Partner Competencies continued

- Improving, Engagement, Collaboration, Retention
  - Workplace Architect
  - Customer Focus
  - Trust/Transparency
  - Workplace Culture Focus

- Business Acumen
  - Strategic Understanding of Partners
  - Return on Investment
  - Process Improvement: Time, Money, Quality
  - Lifecycle: Attraction, Hiring, Promotion, Retention, Succession, Retirement
Questions?