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: Ricardo Davis, Chair; Joan M. Vecchioli, Vice-Chair; Kenneth Peluso; Paul Rogers; and William A. Schulz II.

Not Present: Jeffrey Kronschnabl and Peggy O’Shea.

Also Present: Holly J. Schoenherr, Director of Human Resources (HR); Carl E. Brody, Senior Assistant County Attorney; other interested individuals; and Chris Bartlett, Senior 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 November 7, 2019

Personnel Board

IV. 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

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

CALL TO ORDER

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

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

EMPLOYEES’ ADVISORY COUNCIL (EAC) REPRESENTATIVE

EAC Vice-Chair Marion Nuraj provided the following update:

- The EAC will complete the HR Director’s review at its meeting on December 18.

- The EAC will meet with the Appointing Authorities on December 9. Discussion topics include proposed additional holidays, voluntary benefits, and merit pay.

- Updated EAC Bylaws will be sent to the Personnel Board members prior to the January meeting.

CONSENT AGENDA – APPROVED

Upon motion by Mr. Peluso, seconded by Ms. Vecchioli and carried unanimously, the minutes of the regular meeting held November 7, 2019, were approved.

NEW BUSINESS

Personnel Board Appointment

Following a brief discussion with input by Attorney Brody, Mr. Peluso moved, seconded by Mr. Schulz and carried unanimously, that Ricardo Davis be reappointed for a two-year term as the UPB representative and a one-year term as Chair.
INFORMATIONAL ITEMS

Update on HR Director Goals

Ms. Schoenherr referred to a document titled *2019 Human Resources Director Goals Progress Report* and related that the Board will hear a presentation by the Human Resources Business Partners later in the meeting; that Mr. Valliere recently gave a presentation on emotional intelligence; and that she recently met with employees in the Utilities and Consumer Protection Departments; whereupon, she indicated that the Employee Voice Survey process has been completed and the results communicated in the Pen newsletter and on the HR website.

In response to query by Mr. Rogers, Ms. Schoenherr related that merit pay will be the primary topic of the upcoming joint meeting of the EAC and Appointing Authorities.

Sunshine Law and Public Records

Attorney Brody provided an update on the Sunshine Law, indicating that there have been no significant changes in the past year, and reminding Board members of the rules.

In response to queries by Ms. Vecchioli and Mr. Rogers, Attorney Brody clarified that members should not talk about an appeal after the meeting has been adjourned, as the party has 15 days from the Board’s decision to file an appeal for reconsideration; and that any further recourse would be through civil court.

Other Informational Items

The following miscellaneous information items were received for filing:

1. Minutes of the EAC Representative meeting of October 16, 2019
2. Minutes of the EAC Representative special meeting of November 8, 2019
3. Leadership Notes for November and December 2019
HUMAN RESOURCES HIGHLIGHTS

Human Resources Business Partners

Ms. Schoenherr provided background information, indicating that the HR Business Partner concept was introduced in the industry 15 to 20 years ago; and that she implemented the program in response to requests by the Appointing Authorities for a more direct connection with HR professionals.

HR Business Partners Jim Valliere and Maria Roberts introduced themselves; whereupon, Mr. Valliere related that several years ago, the HR Department underwent a large reorganization in order to accommodate the changing needs of the Unified Personnel System and become more proactive. He explained the purpose of the HR Business Partners and how they help foster collaborative relationships, improve overall service outcomes, and support the Appointing Authorities in accomplishing their objectives.

Continuing the presentation, Ms. Roberts discussed the following strategic focus areas, indicating that they are based on the HR Strategic Plan and help guide and prioritize the delivery of services:

- Diverse and Inclusive Culture
- Talented Workforce – Learning Culture
- Engaged Workforce: Positive and Engaging Work Environment
- Prepared to Effectively Serve

Ms. Roberts indicated that having a diverse and inclusive culture is a priority for the Appointing Authorities and an important element of the Employee Value Proposition; and that performance reviews contribute to a learning culture by providing an opportunity to set development goals. She related that the high rate of participation in the Employee Voice Survey indicates an engaged workforce; and that the Business Partners will help evaluate and address the survey results; whereupon, she described how mediation can be a tool to help employees to effectively serve.

Mr. Valliere related that the Business Partners have had success, noting a 95 percent positive rating on their customer satisfaction survey for the last three years, and provided examples of how project objectives have been met. He displayed a list of County departments and organizations having formalized business partner relationships, noting that a number of informal relationships also exist.
Mr. Valliere and Ms. Roberts noted that their professional certifications and continuing education are essential in order to maintain a level of competency; that they are able to offer training within the departments and Appointing Authorities; that they participate with the partners as part of their team; that the relationships are built on trust and transparency; and that the success of the program demonstrates a positive return on investment.

In response to comments and query by Ms. Vecchioli, Ms. Schoenherr indicated that she had previously submitted a decision package to fund additional Business Partner positions, but it was not approved; that there is growing demand from the departments for the services they provide; and that she is hopeful that process improvements within the HR Department will allow additional Business Partner positions to be put in place.

Ms. Roberts suggested the possibility of developing peer mediation training for members of the EAC, and discussed the self-mediation model; whereupon, Mr. Valliere provided input regarding the mediation training program at Eckerd College.

ADJOURNMENT

There being no further business, Chair Davis adjourned the meeting at 7:17 P.M.

____________________________________
Chair
2019 Human Resources Director Goals

Progress Report Summary - January 2020

Strategic Plan

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

Stakeholder Service and Relationships

- Advance a culture of customer service excellence for the Human Resources (HR) Department
  - Develop and communicate service standards to stakeholders
    - In development stage; expected completion March 2020
  - Provide development opportunities and ensure clear service expectations for HR staff
    - Trusted Solution Partner theme for HR staff meetings on May 1 and June 5 (July 11, 2019 Progress Report)
    - Presentation on diversity and inclusion regarding persons with disabilities for HR staff on August 28 (September 5, 2019 Progress Report)
    - Presentation on emotional intelligence for HR staff on October 29 (December 5, 2019 Progress Report)
  - Assess customer satisfaction across the department
    - Analyzed results of the Customer Satisfaction Survey on a monthly basis (May 2, 2019 Progress Report)
    - Achieved an 82% satisfaction rate on the Human Resources Customer Satisfaction Survey to date (November 7, 2019 Progress Report)
  - Reward and recognize staff for demonstrating excellent customer service
    - Staff recognized at monthly staff meetings for positive customer feedback
    - Achieved a 94% positive rating from HR staff on the Employee Voice survey for #11 “I have received recognition or praise for doing good work in the last quarter
  - Learn and apply Florida Sterling Council Criteria for Performance Excellence
    - HR Director received the Advanced Leadership Program certification (July 11, 2019 Progress Report)

- Enhance engagement and trust with affected stakeholders, with particular attention to clarifying roles, managing expectations, and managing change
  - Confirm expectations of stakeholders, particularly Appointing Authorities, Employees’ Advisory Council, and Personnel Board; manage competing interests through the formal adoption and communication of priorities for HR resources
    - The Human Resources 2019 Goal Development Survey was distributed to the Appointing Authorities and the Employees’ Advisory Council in March 2019. The results were shared with the UPB, Appointing Authorities and Employees’ Advisory Council in April 2019.
  - Enhance stakeholder engagement and communication by providing regular opportunities for feedback and dialogue
    - Discussed merit pay with the Appointing Authorities on 5/14 and Employees’ Advisory Council (EAC) Delegates on 5/23 (June 6, 2019 Progress Report)
    - Launched a new initiative “A Visit to Your Workplace” for Holly to visit EAC Representatives 1-on-1 at their worksites beginning April 23 (May 2, 2019 Progress Report)
Apply best practices for change management and ensure appropriate vetting with stakeholders when implementing new programs or changes to current programs:

- **Ongoing discussions during Appointing Authorities and Employees’ Advisory Council meetings**

Attend at least 75% of EAC Representative and Delegate Meetings to cultivate effective communication and trust between employees and HR:

- **Attended 15 of 18 (83%) of the EAC meetings**

Meet individually with each Appointing Authority at least twice annually to foster effective working relationships, understand service needs, and solicit feedback:

- **Achieved**

Meet individually with each Personnel Board member at least twice annually to provide updates and receive guidance:

- **Achieved**

### Communication and Outreach

- Solicit perspectives from employees regarding effective communication strategies; implement communication approach aligned with employee feedback

  - **Distributed Employee Communications Survey on March 18 which was completed by 771 employees (May 2, 2019 Progress Report)**
  
  - **Increased communication efforts through the development of supervisor toolkits and distribution of print and digital posters to educate, inform and engage employees**

- Grow paid and unpaid internship opportunities – Limit to interested Appointing Authorities

  - **Continued to partner with Appointing Authorities to expand the internship program (September 5, 2019 Progress Report)**

### HRIS and Records Administration

- Implement further Taleo upgrades and enhancements for FACE and Recruitment modules

  - **Expected in 2020, working in partnership with Business Technology Services (BTS)**

- Introduce onboarding module

- Implement single sign-on and optimized applicant and employee experience

- Implement FACE enhancements, including customizable review templates

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

  
  - **Partnered with Human Rights to offer ethnicity reporting, create instructional guide “How to Self-Report My Ethnicity in OPUS” and provide an article in The Pen (June 6, 2019 Progress Report)**

### Organizational and Talent Development

- Work with UPS leadership to cultivate diverse and inclusive work environments

  - **Presentation on HR Business Partners at the December 5 Personnel Board meeting (HR Business Partner role impacts all four strategic focus areas)**

- Provide development programs for managers focused on facilitating welcoming and inclusive work environments

  - **Achieved; details to be presented to the Personnel Board in February 2020**

### 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
- Partnered with SPC Collaborative Lab to facilitate an Appointing Authorities “Advance” (see April 4, 2019 Personnel Board agenda)
  - 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 (September 5, 2019 Progress Report)

- Complete 2019 Employee Voice Survey – Goal of 75% participation rate
  - Provided flyer, information sessions, dedicated webpage with FAQs, video, email blast (July 11, 2019 Progress Report)
  - 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% (September 5, 2019 Progress Report)
  - Shared the Unified Personnel System results on the HR website and in the November Pen newsletter (November 7 and December 5, 2019 Progress Reports)

Total Rewards

- Implement Phase II of the Classification and Compensation Study
  - Provided secondary review process workshops for Exempt employees (July 11, 2019 Progress Report)
  - Work with Appointing Authorities and Personnel Board to establish new Exempt classifications
    - Completed Phase II process as discussed with the Appointing Authorities on 5/14 (June 6, 2019 Progress Report)
    - Presented and adopted at the September 5 Personnel Board meeting
  - Work with affected stakeholders to update the BCC Exempt pay plan
    - Presented and adopted at the September 12 Board of County Commissioners meeting (September 5, 2019 Progress Report)
  - Implement method for awarding in-range pay adjustments to recognize employee career growth and development
    - In progress; to be completed in 2020

- Design and implement employee education campaign around the value/competitiveness of benefits and how various programs work
  - HR Highlights presentation at the July 11 Personnel Board meeting
  - Wellness Strategy presentation at the November 7 Personnel Board meeting
  - Annual Enrollment: No premium increase, wide-ranging communication campaign including website, emails, posters, meetings, webinars and newsletter articles (November 7, 2019 Progress Report)

- Provide each employee with a customized Total Compensation Statement
  - Mailed statements to employees in early October (September 5, 2019 Progress Report)

Workforce Strategy

- Further implement strategies to attract applicants from underrepresented populations
  - Updated branding (November 7, 2019 Progress Report)

- Continue to enhance the hiring process to evaluate vacancies across the organization for current and future needs, and identify competencies needed for the positions
  - Workforce Connections Committee (May 2, 2019 Personnel Board meeting, HR Highlights)
## Human Resources Director
### 2020 Performance Review Timeline
*Review period: January to December 2019*

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 31, 2020</td>
<td>Human Resources 2019 Annual Report published and distributed to the Unified Personnel Board, Appointing Authorities, and Employees’ Advisory Council (EAC)</td>
</tr>
<tr>
<td>February 19, 2020</td>
<td>Deadline for Appointing Authorities and EAC to provide feedback on HR Director performance</td>
</tr>
<tr>
<td>February 21, 2020</td>
<td>Stakeholder feedback and other performance-related documents shared with Unified Personnel Board members</td>
</tr>
<tr>
<td>February 27, 2020</td>
<td>Deadline for Unified Personnel Board members to complete and submit evaluation forms</td>
</tr>
<tr>
<td>March 5, 2020</td>
<td>Human Resources Director Annual Performance Review by Personnel Board</td>
</tr>
</tbody>
</table>
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 **November 24, 2019 through January 18, 2020**.

### REVISIONS

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>TITLE</th>
<th>PG</th>
</tr>
</thead>
<tbody>
<tr>
<td>02434</td>
<td>Environmental Specialist 3</td>
<td>C26</td>
</tr>
<tr>
<td>02486</td>
<td>Environmental Program Manager 3</td>
<td>E25</td>
</tr>
<tr>
<td>02490</td>
<td>Environmental Program Manager 2</td>
<td>C30</td>
</tr>
<tr>
<td>10176</td>
<td>Environmental Program Manager 1</td>
<td>C28</td>
</tr>
<tr>
<td>12030</td>
<td>Plumbing Inspector 3</td>
<td>C26</td>
</tr>
<tr>
<td>12080</td>
<td>Mechanical Inspector 3</td>
<td>C26</td>
</tr>
<tr>
<td>16925</td>
<td>Scalehouse Services Specialist 2</td>
<td>C18</td>
</tr>
<tr>
<td>16968</td>
<td>Solid Waste Program Manager</td>
<td>C28</td>
</tr>
<tr>
<td>16500</td>
<td>Traffic Technician 1</td>
<td>C15</td>
</tr>
</tbody>
</table>

### ADDITIONS

<table>
<thead>
<tr>
<th>SPEC NO.</th>
<th>TITLE</th>
<th>EEO4</th>
<th>OT</th>
</tr>
</thead>
<tbody>
<tr>
<td>13006</td>
<td>Manager, Procure to Pay Services</td>
<td>Officials &amp; Managers</td>
<td>Exempt E27</td>
</tr>
<tr>
<td>18684</td>
<td>Court Registry Specialist</td>
<td>Paraprofessional</td>
<td>Classified C18</td>
</tr>
</tbody>
</table>
TO: Unified Personnel Board Members

FROM: Holly J. Schoenherr, Director of Human Resources

DATE: January 31, 2020

SUBJECT: Recognition of HR Staff Receiving Professional Certifications

As the Human Resources Department continues to work towards demonstrating our values of credibility, respect, fairness, and service, we have encouraged all department staff to pursue professional development that will bring greater credibility to our work and enhance the level of professional service that we provide to our customers.

I am incredibly proud of the investment of time and energy that many HR staff have devoted to their professional development. Specifically, I want to formally recognize the staff that have recently obtained professional certifications.

Certified Public Manager (CPM)

The Certified Public Manager program is a nationally-recognized leadership program for developing public managers and supervisors. The primary goals are to professionalize public management and improve organizational efficiency and effectiveness. Program participants complete eight four-day courses, for a total of 32 days of classroom instruction. Study and projects must be completed before and after attending the classroom sessions.

Four HR staff graduated from the CPM program in August 2019 and include:

- Danielle Holland – Contracts Administration Coordinator, Planning & Performance
- Ralph Reid – HR Analyst, Organizational and Talent Development
- Maria Roberts – HR Business Partner, Planning & Performance
- Audrey Savas – HR Officer, Organizational and Talent Development

Society for Human Resource Management – Certified Professional (SHRM-CP)

Built upon the comprehensive SHRM Body of Competency and Knowledge, SHRM certification is applicable across industries, job responsibilities, and career levels. To receive the SHRM-CP certification, participants must complete a rigorous four-hour exam that assesses not only what individuals know but also how they effectively implement that knowledge in the workplace.
About two-thirds of test-takers pass the exam. All of the HR staff that earned their certifications completed months of classroom and at-home study before sitting for the exam.

Four HR staff passed the SHRM-CP exam in January 2020 and include:

- Irena Karolak – HR Officer, Communications & Outreach
- Sarah Pizzino – HR Consultant, Workforce Strategy
- Ralph Reid – HR Analyst, Organizational and Talent Development
- Audrey Savas – HR Officer, Organizational and Talent Development
Employees’ Advisory Council – Special Representative Meeting Minutes
County Office Annex, 5th Floor Conference Room, Clearwater, FL
Friday, November 8, 2019, 2:30 p.m. – 4:30 p.m.

Prepared by Leena Delli Paoli

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.

<table>
<thead>
<tr>
<th>Lisa Arispe*</th>
<th>Donna Beim*</th>
<th>Linda Cahill*</th>
<th>Richard Carvale*</th>
<th>Kevin Connelly*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leena Delli Paoli*</td>
<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>
</tbody>
</table>

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

Approval of Minutes
- The October 16, 2019 Representative meeting minutes were approved with a motion by Randy Rose, seconded by Charles Toney.
- The November 8, 2019 Special Representative meeting minutes were approved with a motion by Doris McHugh, seconded by Donna Beim.

Comments from Holly Schoenherr, Director of Human Resources
- Holly provided handouts about Biometric Screenings and the Behavioral Health and Employee Assistance Program. Holly asked that each of the representatives take them back to their departments and share them with employees.
- Workplace Visits – There are still a few workplace visits that need to be scheduled. Holly provided an updated list.
- The Appointing Authorities met on Monday, November 18th, for a special merit pay workshop. The updates from that workshop will be discussed with the EAC Representatives at the December 9th EAC/AA joint meeting.

Personnel Board 11/07/19 Comments
- The Personnel Board discussed the HR Director’s review process.
  - Noted that the EAC will be discussing their review on November 8th to allow the current Committee members to participate

Committee Reports
No Reports at this time

Human Resources Director Performance Review – Continued from 11/08/19
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:

HR Info Systems and Records Administration – Updates have been made to the Taleo system, however there are still items that employees are asking to see that cannot be provided. Updates were made to the pay slips in Opus which provides a lot more information to the employee.

Learning and Development – More classes are being provided, and they are being provided in more ways than ever. Course instructors are providing the class information ahead of time and employees can choose to print it or bring an electronic device with them, thus eliminates waste. ULearnIT and
the Career Paths are a great resource and are very helpful. HR does a good job of taking the feedback they receive from the class reviews and using it to make improvements. Classes have creative names and content.

**Workforce Strategy** – The interviewing process seems to work well. There has been more flexibility with opening pay rates. New employee orientation is run well, and new employees are provided a lot of important information. Some members felt that because of a lack of merit increases the overall compensation is poor at best; others felt that the total compensation plan attracts and retains individuals. Appreciate that HR submits a request that the minimum and maximum of the paygrades be adjusted. Appreciate that HR submits a request that employees be given a 3% raise off of the midpoint. HR does a great job of getting out into the public eye to recruit new employees.

Lisa will type up the score results and send them out to the Representatives for review; responses/corrections will be brought to the December meeting.

**Old Business**
- Bylaws – Moving forward with Bylaws being sent to the Personnel Board. The next Personnel Board Meeting is scheduled for December 5th.
- EAC Initiatives/Goals – EAC Reps are to review the list of suggestions that were provided and rate them using a spreadsheet that rates the importance, costs, benefits, etc. and bring it to the December meeting to review it as a whole.

**New Business**
- EAC/AA Meeting – The EAC Representatives and Appointing Authorities will be meeting on December 9th. Topics to be discussed will be:
  - Tax Collector Presentation – Proposed Leave Time
  - Merit Pay
  - Benefits Committee
  - Voluntary Benefits/ Paid Parental Leave

**Adjourned**
Ashley Skubal made a motion to adjourn at 4:30 p.m., seconded by Donna Beim.

| Lisa Arispe* | Donna Beim* | Linda Cahill | Richard Carvale* | Kevin Connelly* |
| Leena Delli Paoli* | Henry Gomez* | Bill Gorman* | Clare McGrane* | Doris McHugh* |
| Marion Nuraj* | Randy Rose* | Ashley Skubal* | Christian Steiermann* | Charles Toney* |

*EAC Representatives in attendance at this meeting.
Employees’ Advisory Council – Delegate Meeting Minutes
Extension Services, 12520 Ulmerton Road, Largo, FL
Thursday, November 21, 2019, 8:00 a.m. – 10:00 a.m.

Prepared by Leena Delli Paoli

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

Comments from Holly Schoenherr, Director of Human Resources
- Wellness Incentives – Each year employees must select that they would like to receive the cash election for their Wellness Incentives. They must do this by going to the HR Website and filling out the Election of Cash form. http://pinellascounty.org/hr/health_wellness/healthincentives.htm
- Question from Delegate: Can Life insurance be carried into retirement?
  o Holly stated that she does not think so, and recommended that the employee contact benefits to be sure.

Comments from Lisa Arispe, EAC Chair
- EAC Representatives – There will be two new Reps in January.
  o Clare McGrane and Doris McHugh have decided not to run this term. These ladies will be missed and we appreciate their service to Pinellas County Employees
- Guest Speakers – Lisa set up a sheet in the back of the room asking for suggestions for guest speakers or topics
- Rodney Marion – Hired by Barry Burton, County Administrator, to build a bridge between departments, the County Administrator and Human Resources. Mr. Marion will be using the employee voice survey to correct issues.
- Guest Speaker – Guest Speaker was unable to attend today’s meeting. Lisa encouraged all EAC Representatives and Delegates to stay and talk about issues/suggestions/current county happenings.

Adjourned
Meeting adjourned at 08:40 a.m., to allow for Representatives to meet with their delegates.

Lisa Arispe*  Donna Beim*  Linda Cahill  Richard Carvale*  Kevin Connelly
Leena Delli Paoli*  Henry Gomez*  Bill Gorman*  Clare McGrane*  Doris McHugh*
Marion Nuraj  Randy Rose*  Ashley Skubal*  Christian Steiermann*  Charles Toney*

*EAC Representatives in attendance at this meeting.
Employees’ Advisory Council – Representative Meeting Minutes  
County Office Annex, Room 429, Clearwater, FL  
Wednesday, December 18, 2019, 2:30 p.m. – 4:30 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 November 20, 2019 Representative meeting minutes were approved with a motion by Donna Beim, seconded by Clare McGrane. Unanimously approved.
- The November 21, 2019 Delegates meeting minutes were approved with a motion by Christian Steiermann, seconded by Randy Rose. Unanimously approved.
- The December 9, 2019 Representative/Appointing Authorities minutes were approved with a motion by Marion Nuraj, seconded by Henry Gomez. Unanimously approved. Pending AA approval.

Comments from Holly Schoenherr, Director of Human Resources

- Taleo – Meagan Decker and Heather Smith were invited to discuss the issues that employees have been experiencing while applying for positions using Taleo. Heather was not aware of any issues with replacing resumes. She will follow up with Leena Delli Paoli to see where the issue is occurring.

- Grievance Panel – Peggy Sellards spoke to the committee about the Grievance Panel Volunteer List. The number of volunteers on the list is decreasing, and the EAC is responsible for recruiting volunteers. Placing information in the Pen was suggested, as well as asking delegates and employees in your sections.

- Benefits Committee – Holly provided the Representatives a draft version of the guidelines for the Unified Personnel System’s Benefits Advisory Committee, which includes: the Purpose, Scope, Guiding Principles, Committee Structure and Membership, Membership, Committee Orientation Topics and Proposed 2020 Timeline.
  
  - The Benefits Committee is not a sunshine body so there will not be minutes, however it is not a secret either. Employees, with permission from their supervisor, could attend meetings and listen only.

- Merit Pay – Ken Burke and Barry Burton will give a presentation on Merit Pay to the Delegates at the January Delegate Meeting. The Appointing Authorities will have their next merit pay meeting in February.

- HR Director Review – Appreciates our effort on the HR Director Review; uses the feedback for improvement.

Old Business

- HR Director Review – Additional comments will be added to the review. Additional comments are as follows:
  
  - Interpersonal – Sunshine Violation Accusations and Bullying Violation Investigation did not foster a positive relationship with the EAC.
• EAC Goals/Initiatives – Will be discussed in 2020

**New Business**

• Delegate Meeting – The January meeting has been moved to Heritage Village on January 22, 2020. The meeting was moved so that Ken Burke and Barry Burton may attend and give the Merit Presentation.

• Election of EAC Officers for 2020 – The following officers were voted in by the council.
  
  o Chair – Lisa Arispe
  o Vice Chair – Charles Toney
  o Secretary – Leena Delli Paoli

**Adjourned**

Marion Nuraj made a motion to adjourn at 4:44 p.m., seconded by Ashley Skubal.

<table>
<thead>
<tr>
<th>Lisa Arispe*</th>
<th>Donna Beim*</th>
<th>Linda Cahill*</th>
<th>Richard Carvale*</th>
<th>Kevin Connelly*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leena Delli Paoli*</td>
<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>
</tbody>
</table>

*EAC Representatives in attendance at this meeting.
Career Fair Strategy: The “New” Old Way to Recruit

Career fairs are not a new way to find candidates, but they can be a valuable way to personally connect with job seekers to create a positive employment brand and develop a talent pipeline, thus making the challenge of finding a talented and diverse workforce a more positive experience for both the job seeker and hiring manager.

There are at least two significant strategic advantages to attending career fairs:

1. **Personal/Human Strategic Advantage**

   Successful talent acquisition is both a science and art requiring the proper balance of each. And with advancements in recruiting technology, the use of artificial intelligence, video interviews and chatbots, many job seekers are either not opting in or doing so as a last resort.

   **It is the personal, human component of interacting with a potential employer that job seekers are ultimately looking for.** Organizations that understand this can use it as a competitive advantage when meeting individuals at career fairs, in the community and throughout the recruitment process.

   After a career fair and during the recruitment process, managers need to take this personal approach by providing timely follow-up and feedback which requires a smaller time investment than might be expected. This positive experience with Pinellas County will not go unnoticed when the individual shares their interactions with others. Read [How This Company Made Its Hiring Process More Personal — and Is Reaping the Rewards](#).

2. **Talent Pipeline Strategic Advantage**

   Next month, on February 4, 2020, the Human Resources Workforce Strategy team, in collaboration with hiring managers across the County, will hold a [Pinellas County Government Career Expo](#) in Clearwater to meet individuals interested in learning more about current and future careers in Pinellas County Government. Citizens are also invited to attend to learn about and talk with representatives across the organization. Who knows — they could even become future candidates?

   As would be the case at any career fair (last year, the Human Resources team attended over 30 community, college and trade school events), hiring managers will interact with potential new hires for both current and future openings at the Career Expo. Future openings can be predicted based on retirement plans, turnover analytics and trending market data. We recommend that hiring managers keep track of future talent through the creation of talent communities or pipeline databases and stay in touch via email or LinkedIn. The advantage to creating a pipeline allows the manager to have a keener sense of what is taking place in the employment market. Of course, job seekers are still required to apply online through the County website. **It is important to provide equal employment opportunities to all eligible applicants including current employees who are an essential component of the talent pipeline.**

   Time to fill is an important metric for any hiring manager and recruiter and while we are not far from industry averages, it is possible to hire faster through the use of pipelines, as can be seen through a Talent Pipeline Case Study — Nestlé Purina Reaches an Amazing 43 Percent of Hires.

   With the war for talent still waging and job seekers in the driver’s seat, talent acquisition leaders are listening and learning what candidates want from their job search. Fortunately, these “new” old requests do not require artificial intelligence to be understood.

Invite people in your network to the [Pinellas County Government Career Expo on February 4](#), and to follow Pinellas County careers throughout the year on LinkedIn, Twitter, Facebook and Instagram, #WorkGrowMatter and other County social media:

- [www.facebook.com/PCGovCareers](http://www.facebook.com/PCGovCareers)
- [www.linkedin.com/company/pinellascounty](http://www.linkedin.com/company/pinellascounty)
- [www.twitter.com/PCGovCareers](http://www.twitter.com/PCGovCareers)
- [www.instagram.com/pinellasgovcareers](http://www.instagram.com/pinellasgovcareers)
Unified Personnel Board Authority

The Basics
Part 1 – What is the Unified Personnel Board

The Unified Personnel Board is a Special Act created entity that is similar to an Administrative Agency and is guided by the Florida Administrative Procedures Act, Florida Statutes 120 et. seq.

Administrative Agencies formulate, amend, or repeal rules and regulations (including Policies) for administration of their Controlling Act.

They retain all powers granted them under the Controlling Act.
Jurisdiction of the Personnel Board

- Based on Special Act 77-642 Laws of Florida.
- Section 1(1) provides the Personnel Board jurisdiction over all classified employees under the BCC and Appointing Authorities.
  - This includes hiring, promoting, demoting, suspending, or dismissing an employee. Any of these actions must be done in compliance with the Special Act and Rules of the Personnel Board.
- Section 1(2) provides limited Personnel Board jurisdiction over exempt employees.
  - Exempt employees are hired, promoted, demoted, suspended, or dismissed at the pleasure of their Appointing Authority, BUT, the Personnel Board retains jurisdiction in all other matters subject to the Personnel Board Rules, including Board Rules, Policies, “Pinellas County Policies”, and Resolutions.
Authority as a Rulemaking Body

• The Act grants authority to the Board for administration of the Act; specifically providing for jurisdiction over:
  • Position classifications, including allocation and re-allocation of positions; (sec. 2(4)(a)(1))
  • Employee grievances; (sec. 2(4)(a)(2))
  • Disciplinary measures; (sec. 2(4)(a)(3))
  • Establishment and maintenance of lists of eligible for appointment and promotion; (sec. 2(4)(a)(5))
Additional Authority

- Promotions; (sec. 2(4)(a)(6))
- Probationary period; (sec. 2(4)(a)(7))
- Temporary and Provisional employment; (sec. 2(4)(a)(8) and (9))
- Establishment of programs (trainee …); (sec. 2(4)(a)(10))
- Keeping records of employee performance; (sec. 2(4)(a)(11))
- Layoffs; (sec. 2(4)(a)(12))
- Note: This is not an exhaustive list because the Act gives the Board jurisdiction over all Personnel Rules and Regulations including Board Rules and Policies, “Pinellas County Policies, Procedure and Guidelines”, and Board Resolutions, subject to the jurisdictional limitations applicable to exempt employees.
Application of Rules

• The Board’s rules are applicable to all employees in the UPS, classified or exempt, except as limited by the Act. Sec. (1) and (2)

• The Act limits the Board’s authority over exempt employees on the following subjects:
  • Hiring
  • Promotion
  • Demotion
  • Suspension
  • Dismissal
  • Compensation
Administrative Authority

• Pursuant to section 2(5), the Board is authorized to interpret and is final authority on all personnel policies except as limited by the Act.
• The inherent authority is to approve or deny inclusion of a rule or policy based on consistency with the Act.
Quasi-Judicial Authority

• Per the Act, the Board has authority to:
  • Hear and decide all appeals and complaints regarding administration of the Act; (sec. 2(4)(c)); and
  • Appoint hearings officers; (sec. 10); and
  • Administer oaths; (sec. 10); and
  • Issue subpoenas to compel witnesses, production of records and testimony. (sec. 10).
Duties of the Director

- The Personnel Director is the executive head of the Personnel Department and directs all administrative and technical activities.
- The Director is responsible for fostering and developing programs for improvement of employee effectiveness (section 4(3)).
- The Director has been granted authority over matters delegated to her by the Personnel Board.
Appointing Authority Jurisdiction

- Hire, promote, demote, suspend or dismiss classified employees consistent with the Act and all Personnel Rules, Policies and Guidelines.
- Hire, promote, demote, suspend or dismiss exempt employees (without employee right to grieve the action).
- Determine compensation for exempt employees.
- Any other act not inconsistent with the Act or subordinate Rules.
Thank you.
Diversity and Inclusion (D & I)
Learning Opportunities

Unified Personnel Board Meeting
February 6, 2020
Human Resources Vision, Mission & Values

- **Vision** - Position Pinellas County Government as a top-choice employer in the Tampa Bay region

- **Mission Statement** - 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
What is Diversity?

Diversity is understanding, accepting, and valuing difference between people including:

- The full spectrum of human demographic differences – race, religion, gender, sexual orientation, age, socio-economic status or physical disability

- And lifestyles, personality, characteristics, perspectives, opinions, family composition, and education level, too
What is Inclusion?

Inclusion is very different from diversity:

- Refers to a cultural and environmental feeling of belonging
- Employees feel appreciated for their unique characteristics and are comfortable sharing their ideas and other aspects of their true and authentic selves
As a Harvard Business Review Article put it:

“In the context of the workplace, diversity equals representation. Without inclusion; however, the crucial connections that attract diverse talent, encourage their participation, foster innovation, and lead to business growth won’t happen.”

Harvard Business Review article: Diversity Doesn’t Stick Without Inclusion. February 01, 2017
An Effective D & I Culture is Vital

- Creates innovative solutions
- Builds strong relationships
- Encourages employees to feel valued, respected, and motivated to fully participate
- Increases productivity and engagement
- Improves service level success
- Helps to attract, acquire, develop and retain employees
Growing D & I Through Awareness
D & I Best Practices

- Fair treatment
- Equal access to opportunity
- Teamwork and collaboration
- A focus on innovation and creativity
- Organizational flexibility, responsiveness, and agility
- Conflict resolution processes that are collaborative
- Diversity education and learning opportunities
New Employee Orientation

- Employees are introduced to diversity and inclusion on day #1
- Why we care and how we define it
- Expectations set as to how employees can support, commit, and engage
Continuous Learning Opportunities

How we bring D & I into the classroom:
- Incorporate different learning modalities
- Equal access to opportunities
- Celebrate diversity and inclusion
- Encourage different perspectives

Through:
- Instructor-led learning
- Online learning available 24/7
- Blended learning path programs
Specific Learning Opportunities

- Supervisor & Manager Boot Camp
- 15 classes currently offer D & I components

- Bullying in the Workplace
- Breakthrough Listening
- Dealing with Ambiguity
- Diversity & Inclusion in the Workplace
- Emotional Intelligence
- It’s Not Just the Law – It’s What’s Right: Pinellas County’s Anti-Harassment Policy
- Managing Relationships
- Meeting Management
- Multigenerational Workplace
- Myers-Briggs Type Indicator
- Performance Management
- Perspectives
- Team Building
- True Colors
- Workplace Harassment, Discrimination, Bullying & Violence: What You Need to Know
New Class Launches in April 2020

- Diversity & Inclusion in the Workplace
  - Defines diversity
  - Outlines the advantages of diversity
  - Recognizes the 4 focuses of cultural competence
  - Interprets inclusion
  - Identifies bias
  - Examines unconscious bias
In Conclusion

“Diversity and Inclusion is a top-to-bottom business strategy – not just an HR program.”

Josh Bersin, August 29, 2018