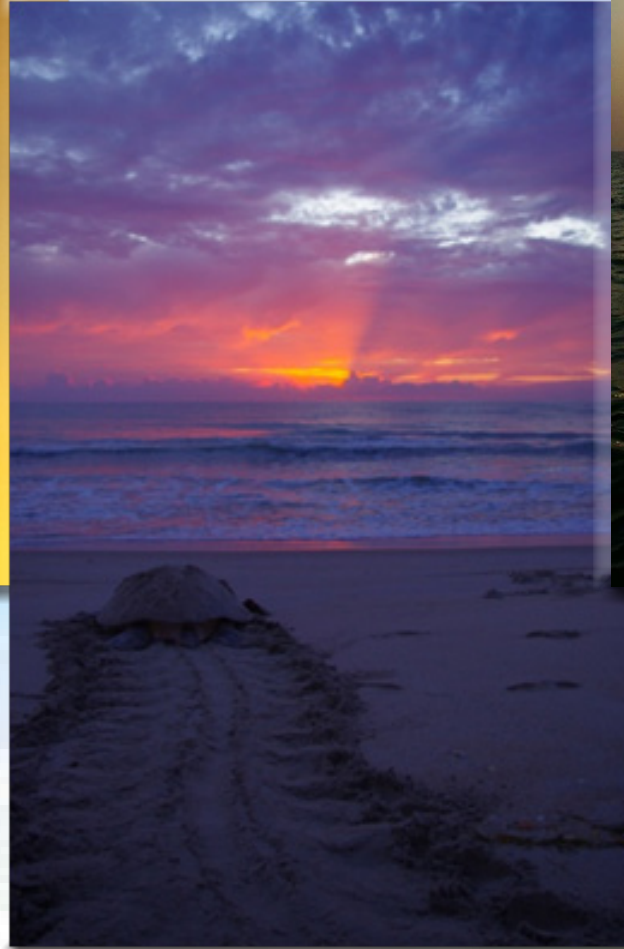


# *Setting the Course*

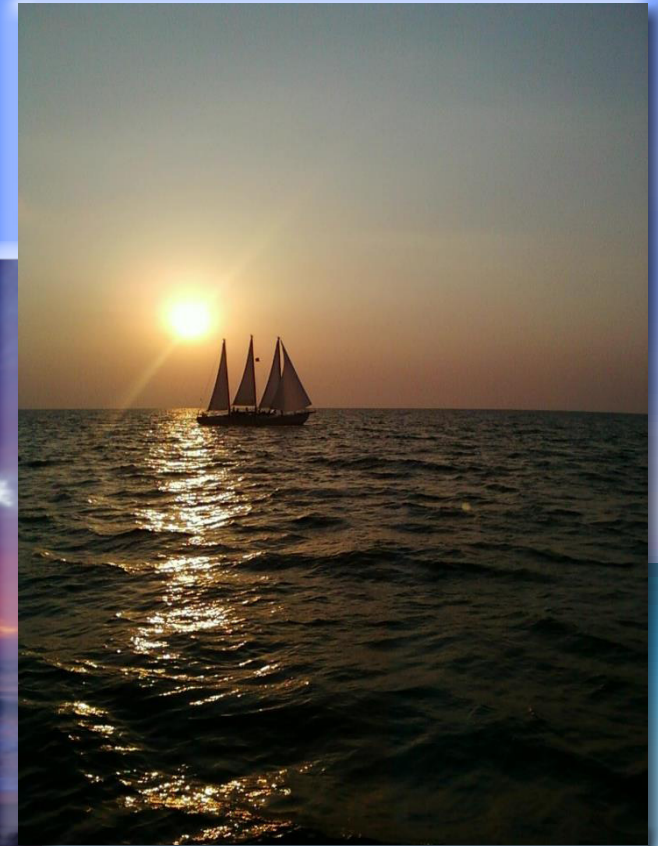


*"Wilbur" by Bob Tamboli, Management and Budget retiree and volunteer*

*Photos are submissions to the  
2012 Colors of Pinellas art show.*



*"Dawn of a New Day" by Rob Farnell, employee,  
Property Appraiser's office*



*"Sailboat Sunset" by Lisa Wombles, employee  
Department of Environment and Infrastructure*

*Pinellas County Human Resources  
Annual Report 2012*



# Human Resources

## *Helping U Succeed*

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## Our Mission

*To work in partnership with all Appointing Authorities within the Unified Personnel System in recruiting, developing and retaining the best possible workforce. We support a workplace environment that provides the highest standard of quality service, reflects our diverse community, and values personal growth, fairness and cooperation.*

## Values

- Respect
- Fairness
- Transparency
- Trust
- Integrity
- Accountability
- Excellence
- Innovation

## Vision

*The Human Resources Department sets the standard for organizational cultures by empowering our employees to anticipate and exceed their customers' needs.*



# *A Message from Peggy Rowe*

## *Director of Human Resources*



In the last few years, Pinellas County employees have risen to the challenges of reduced staffing levels, continuing budgetary constraints and heightened citizens' expectations. We must intentionally plan our future course as we adjust to this new environment and anticipate future conditions. Opportunities are inherent in all challenges. As professionals in the workplace, we should commit to continuous improvement of all aspects of our performance. Our goal is to build an agile, high performing organization with sustainable capacity and flexibility to meet the specific needs of all our customers.

As we set our course for the future, we envision a culture of continuous learning; investment in employees' intellectual capital; workforce planning; promoting leadership at all levels; and developing specific leadership competencies. We are committed to empowering all employees to reach their full potential. An integral element of realizing our full potential is maximizing the wellness of our workforce.

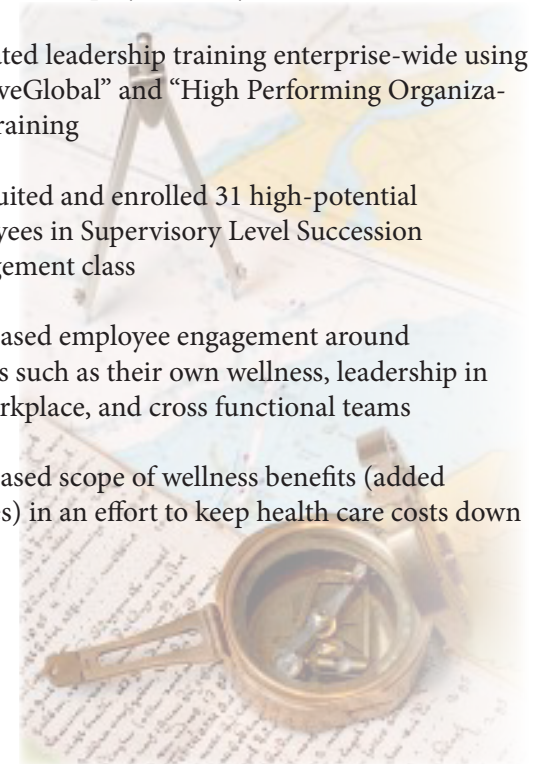
By and large, the odds are good that our behavior, attitude, health status, self-esteem and on-the-job productivity are largely influenced by our co-workers and work site culture. We continue to promote an organizational culture that is suitable for building and sustaining a proactive, employee-centered wellness program that incorporates incentives and strategies designed to drive down costs and drive up productivity and morale.

At the same time we are actively looking for other ways to improve morale and foster more meaningful dialog with our employees. My goals for next year will reinforce my commitment to furthering these objectives.

A handwritten signature of Peggy Rowe in black ink.

### ***2012 Accomplishments:***

- Doubled timely email and online video communications during high stress situations, and produced informative messages about critical issues
- Increased feedback by conducting 25 listening sessions throughout the County and across Appointing Authorities; by engaging focus groups; by internal employee surveys
- Initiated leadership training enterprise-wide using "AchieveGlobal" and "High Performing Organization" training
- Recruited and enrolled 31 high-potential employees in Supervisory Level Succession Management class
- Increased employee engagement around matters such as their own wellness, leadership in the workplace, and cross functional teams
- Increased scope of wellness benefits (added spouses) in an effort to keep health care costs down





# Unified Personnel System Board

## A Message from Daniel Andriso

*Board Chairman, Appointed by the Board of County Commissioners*



It has been my honor to serve as Board Chair for the past five years. FY2012 has been a year of transition for the Personnel Board. We lost the services of two long time board members while we welcomed two new colleagues. We look forward to developing fruitful relationships with them as well.

I have been fortunate to have the benefit of Joseph Smith's service as my Vice Chair for the past two years. Appointed by the Employees' Advisory Council (EAC), he served our board in an exemplary manner from September 1999 through December 2011. We will all miss his expertise, experience and professionalism. The Board is pleased that George Tragos, another EAC

appointee, agreed to assume the duties of Vice Chair in February 2012. He has continued the tradition of excellence established by Mr. Smith and I thank him for his service.



This year we also lost Ms. Lounell Britt, who was appointed by the Board of County Commissioners (BCC) and capably served the employees of Pinellas County from May 2004 through December 2011. We appreciated Ms. Britt's thoughtful input and caring manner. The BCC replaced Ms. Britt with Ms. Andrea Daggett in December and Mr. Keith Dekle replaced Mr. Smith as the new Employee Advisory Council's appointee in January. The entire board joins me in welcoming our two new members.

Your Personnel Board appreciates the opportunity to serve the hardworking employees of the Unified Personnel System, and we thank them for their commitment to exemplary public service. We thank all the Appointing Authorities, Human Resources Staff, the Employees' Advisory Council and our Sr. Assistant County Attorney for their generous assistance throughout the year. We look forward to partnering with them next year as we set our course for the future. We will consider major revisions to the Personnel Rules and explore other ways we can better serve the needs of our employees and citizens.



*Andrea S. Daggett*  
Appointed by  
Board of County Commissioners



*Ricardo Davis*  
Appointed by the other  
six Board members



*Keith Dekle*  
Appointed by the Employees'  
Advisory Council



*James P. Koelsch*  
Appointed by the  
Elected Officials



*George E. Tragos, Esq.*  
Appointed by the  
Employees' Advisory Council



*Joan M. Vecchioli*  
Appointed by the  
Elected Officials





## *Employee Compensation and Benefits*

Our ability to engage high potential talent is an ongoing challenge. Our historical competitive advantages of job security and attractive retirement benefits have been diminished by ongoing budget constraints. We must find creative compensation solutions that support the strategic priorities of each of our Appointing Authorities and a more flexible approach to attracting, engaging, and rewarding employees.

In addition to maintaining competitive pay levels, we are charged with ensuring internal pay equity. As part of this effort we are conducting position audits in order to identify classification inequities caused by bumping, staff reductions, and departmental consolidations.

Promoting wellness is critical to meet our current and future workforce needs as well as for maintaining sustainable fiscal policy. Our primary focus is promoting a proactive, employee-centered wellness program. In FY 2012, all employees were included in multiple communication strategies to support ongoing and new incentives. These included email communications, posting in departments county-wide, worksite meetings, customer service phone availability and outreach, and video presentations by the HR Director and other Appointing Authorities explaining and supporting our wellness goals.

We asked employees to increase their engagement in our health plan goals, to utilize resources to help improve and maintain health, and consequently keep costs in check. Employees had the opportunity to avoid a higher premium cost of \$500 in 2013 by participating in two healthy activities: a biometric screening and an online health assessment. They continued to receive a \$50 incentive payment for each activity. Ninety-seven percent of the employees participated.





# *Employee Compensation and Benefits continued*

## *Accomplishments for 2012*

- Added a telephonic health coaching program to the group medical plan.
- Included spouses covered under the health plan in the incentive program with the ability for the employee to earn double the incentive dollars.
- Introduced telephonic intake directly with the third party claims administrator for the short term disability program bringing efficiency, time savings, faster claims approval and increased confidentiality.
- Continued to provide comprehensive retirement planning, offering training classes specific to benefits.
- Steps were taken to make changes to our Annual Leave Exchange, with the option to contribute to deferred compensation account for future retirement.
- Employee health care costs continued to trend downward to a level below that of like organizations in our region. The County will share the benefits of these lower costs equally with employees through lower premiums over time.
- Due to increased communication efforts the Medicare Advantage Preferred Provider Organizations (PPO) plan is now the preferred plan for our Medicare eligible retirees and we did not have to increase the individual premium for 2013.
- Established Job Evaluation Teams (JETs) in order to introduce and validate a new factor analysis method for job analysis
- Completed job analysis position audits for 170 positions
- Introduced the use of virtual meetings in order to collaborate with JET members
- Revised the Position Analysis Questionnaire (PAQ) and established electronic distribution via download from a cloud-based storage website
- Collaborated with various appointing authorities to establish 26 new job classifications
- Processed 181 position control maintenance requests for deleting and/or adding positions



## *Goals for 2013*

- Pending the findings of a feasibility study completed in the fall of 2012, we may conduct a Request for Proposals (RFP) to open one or more employee health centers (clinics) to support our overall health and productivity initiatives.
- Continue the wellness incentive program with emphasis on activities with long range health improvement and cost reduction
- Add new options to the wellness incentive program, specifically incentives for physical activity and financial wellness learning
- Sustain the improved medical claims cost results from the previous 24 months, and at minimum remain below regional averages
- Create a customizable market pricing tool which enables filtering of data, identifying outliers, choice of market benchmark, market ratio and pay grade measurements
- Complete job analysis on 65+ priority positions as identified by Department of Environment and Infrastructure (DEI) management
- Introduce online project and task management tools to enhance efficiency and effectiveness of Employment & Compensation staff
- Implement market + merit compensation system including development of a merit matrix that incorporates performance and competency levels
- Continue the efforts to seek delegated authority from the Personnel Board in order to streamline the process for routine classification changes





# Employee Communications

Our core mission is to provide relevant information in a timely manner to our employees, retirees and community in a cost effective manner. We distribute two online publications on a regular basis. Approximately 4,000 active employees and retirees subscribe monthly to *The Pen* and to *The Pen Extra* on a quarterly basis. *The Pen's* primary focus is on substantive issues, information about Unified Personnel System (UPS) departments, and tips on how to work more effectively. Peggy Rowe's "Ask Peggy" column which responds to employee questions is the perennial favorite feature. *The Pen Extra* is geared toward strengthening ties among employees with more personal news; it publicizes awards and celebrates personal milestones.

In 2012 we also issued 25 special electronic communications which provided information to employees about critical, time-sensitive issues such as changes to benefits, threatening storms and legal updates.

We are working to engage our employees in meaningful dialog by expanding our use of focus groups. Over fifty participants from seven appointing authorities met in a series of discussions on how to improve our performance management system. Our Appointing Authorities endorsed many of their suggestions. Peggy Rowe continues her personal outreach by meeting with small groups of employees at their workplace to discuss ways to improve the workplace.

## 2012 Accomplishments:

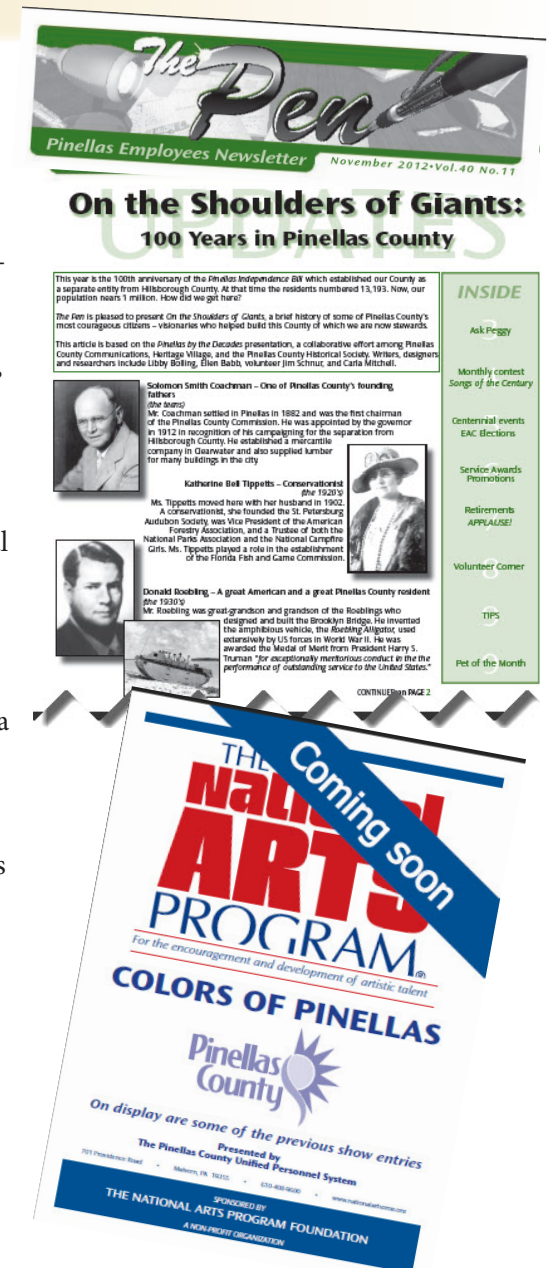
- One hundred nine (109) artists submitted 183 entries to our 6th Annual Colors of Pinellas Art Show.
- 25 special emails communicating information about timely issues ranging from tropical storms to benefits to Florida Retirement System (FRS) court rulings

## 2013 Goals:

- A new website with simplified navigation and a variety of interactive communication tools including more emphasis on YouTube, social media and web-based training.
- An online survey for all employees covering various aspects of employee satisfaction and engagement.
- An interactive online bulletin board to disseminate information and encourage employees to voice concerns and suggest ideas.



- Restructure, modernize and revitalize our service award program while consolidating it with a revised suggestion award program.



# Employee Relations

This year was productive and included a range of both ongoing and new initiatives. Our core services continued to include employee counseling; technical assistance on performance management, discipline, and grievance matters; informal mediations; workplace investigations; forecasting and responding to Unemployment Compensation (UC) claims and appeals; and serving as liaison to the Employees' Advisory Council.

## 2012 Accomplishments:

- Offered a new online streamlined annual appraisal format option
- Completed reconciliation of over 30 years of employee discipline and grievance records with OPUS reporting systems
- Numerous on-site, on-demand training sessions for supervisors
- Served on the Supervisory Level of the Succession Management Program selection team
- Conducted customer service survey to measure the effectiveness of Employee Relations' services. Percentages of respondents agreeing with the following statements:

- ▶ The Employee Relations staff member(s) with whom I consulted listened to and gave careful consideration to my concerns and/or situation 95.8%
- ▶ While I may not have like the advice I received, Employee Relations provided thorough and appropriate guidance regarding my situation 91.8%
- ▶ As a result of Employee Relations' assistance, I was able to achieve a better outcome of my situation than I would have without their input. 87.1%
- ▶ Employee Relations' assistance or advice helped "my" issue/situation to be handled informally instead of progressing to a formal process (discipline, grievance, appeal, lawsuit, etc.). 76%
- ▶ In working with Employee Relations on my situation/issue, I have gained valuable knowledge/insights, skills, or abilities that will assist me in the future. 90.1%

## 2013 Goals:

- Adapt and/or develop annual performance appraisal instruments for automation in OPUS
- Develop on-line training for the OPUS-based performance appraisal instruments
- Develop on-line and site-delivered training for *Personnel Rule XXIV – Discipline* following the completion of its revision





# Training and Development

Our primary commitment is to weave continuous learning into the fabric of our organization. We envision a culture that stresses the importance of decision-making at the lowest level and commitment to developing the full potential of our workforce. Particularly important is raising the skill level and competencies of our workforce to fill the knowledge gaps we anticipate as many of our baby boomers retire. All our current activities support these goals, and in 2013 we look forward to expanding our training and development services to our employees as well as the entire Pinellas Training Consortium.

## 2012 Accomplishments

- Implemented master training plan which reinforces leadership at all levels for the County Administrator's and Business Technology Services' staff. Seventy-eight half-day sessions trained 200 directors and their direct reports.
- Selected 31 Supervisory Level Succession Management candidates who are participating in AchieveGlobal training and customized, personal coaching, development projects and networking opportunities. In addition to individual development, their enhanced leadership competencies benefit the culture of their respective departments and our entire organization.
- Facilitated dozens of cross-functional teams to collaboratively develop strategies, goals, action plans and a common mission and vision, improve efficiency and effectiveness, and engage their workforce.

## 2013 Goals

- Continue implementation of the master training plan reinforcing leadership at all levels. More than 100 half-day sessions are scheduled including expanding the program to mid-managers and their direct reports. Curriculum includes AchieveGlobal International, The Commonwealth Center for High Performance Organizations, International City/County Management Association (ICMA), and other appropriate vendors.
- Develop a Just-In-Time Training Video Library offering short vignettes relevant to specific training needs and accessible via the internet and social media. We will leverage the talents of our Communications Department and our Succession Management Supervisory participants, training consortium partners, volunteers and Unified Personal staff to develop this library.
- Partner with the training consortium to develop instructor-led soft skills employee and leadership training to enhance emerging competencies needed to meet the future needs of the participating organizations.
- Increase the number of cross-functional teams we facilitate as Pinellas County continues to strive to foster leadership at all levels by involving the workforce in team problem-solving, goal setting, and decision-making.



# Volunteer Services

As we set our course for workforce planning, we recognize that the Unified Personnel System (UPS) will continue to be composed of both paid employees and volunteers, and the vertical integration of volunteers is critical to our future sustainability. In partnership with 5 Appointing Authorities, we have posted 50 new position descriptions to our website for a total of 127. We also continue to expand our recruitment and retention efforts.

## 2012 Accomplishments

- Increased number of volunteer hours from 162,505 to 209,806.
- The FY 2012 value of volunteer hours was \$4.5M, an increase of over \$1M from the previous year.
- Expanded incentive program to include new 500 hour and 1,000 hour milestone awards
- Revived Animal Services' Paws Cause holiday celebration to promote volunteerism, encourage adoptions and donations to the Animal Welfare Trust Fund.

## 2013 Goals

- Increase the monetary value of Volunteer Services as measured by the hourly rate established by Independent Sector from \$4.5M to \$5.5M.
- Encourage highly skilled and professional level volunteers by networking with WorkNet Pinellas, local education facilities and non-traditional volunteer sources.
- Conduct online volunteer survey to determine how best to improve retention and increase volunteer satisfaction.
- Administer exit survey instrument for volunteers who are leaving the program to identify areas of dissatisfaction and identify areas for improvement.
- Expand use of Convention and Visitors Bureau and Health and Human Services Ambassador Programs to increase volunteer hours for community initiatives sponsored by Pinellas County government.





# Employment and Information Services

2102 saw a county wide expansion of hiring and promotional opportunities with a concomitant increase in the number of applications we processed and tests we scheduled and administered. It is a reflection of the current economic climate that we frequently received several hundred applications for a single non-specialized office or field position. We devoted considerable resources to helping departments develop their hiring criteria and craft position advertisements. We continue to revise our online application process to make it more user-friendly and capable of adding resumes and certifications.

OPUS (Oracle Project Unified Solution) Employee Self-Service and Manager Self-Service were fully implemented in 2011, and this year we focused on expanding OPUS reporting capability. We launched a suite of customized report options to enable managers to run individual and department reports directly from their desks. We offered technical assistance and training to Purchasing, Management and Budget, and Finance as they launched their self service functions, and also supported Hillsborough County's automation initiative.

## Accomplishments for 2012

- Constructed 251 eligible registers and processed 257 new hires
- Facilitated the recruitment and selection of a new Appointing Authority, the Director of the Office of Human Rights, and four department head positions under the County Administrator (Executive Director of the Department of Environment and Infrastructure, Bureau Director of Animal Services, Bureau Director for the Office of Management and Budget and Bureau Director for Public Safety Services)
- Relocated testing facility from the STAR Center to centrally located space utilized by the Supervisor of Elections which increased skills testing capability from 12 to 100 computers.
- Launched Oracle's OBIEE reporting module which publishes 44 different reports serving the needs of Human Resources, Office of Human Rights and Risk Management
- Made 27 different Oracle reports available to managers and supervisors throughout the UPS.

## Goals for 2013

- Complete a new online application form as part of the Neo Gov software implementation project.
- Expand the use of electronic recruitment by regularly publishing job opportunities on various social media networks such as; LinkedIn, Twitter and Facebook. We will also incorporate really simple syndication (RSS) feeds enabling candidates to subscribe to Pinellas County's job posting updates.
- Identify opportunities for process improvement by examining the sequential steps, forms used, and approvals required in the full lifecycle of recruitment, selection, and fulfillment. Starting from the creation of a new vacant position to orientation of the newly hired employee.

## BUDGETED and ENCUMBERED POSITIONS

Authority	Permanent Budgeted Positions	Encumbered Positions
Business Technology Services	149	140
Clerk of the Circuit Court	565	504
Construction Licensing Board	11	10
County Administrator	1830	1697
County Attorney	32	32
County Commissioners	14	14
Human Resources	36	34
Office of Human Rights	14	10
Planning Council	13	7
Property Appraiser	124	121
Supervisor of Elections	38	29
Tax Collector	295	252
<b>Total</b>	<b>3121</b>	<b>2850</b>

## AVERAGE TURNOVER

2012	8.7%
2011	7.15%
2010	12.90%
2009	14.92%
2008	8.89%



# Appointing Authorities



*Business Technology Services*  
Paul F. Alexander III  
Executive Director



*Clerk of the Circuit Court*  
Ken Burke



*Construction Licensing Board*  
Rodney S. Fischer  
Executive Director



*County Administrator*  
Robert S. LaSala



*County Attorney*  
James L. Bennett



*Human Resources*  
Peggy Rowe, Director



*Human Rights*  
Paul Valenti  
Director



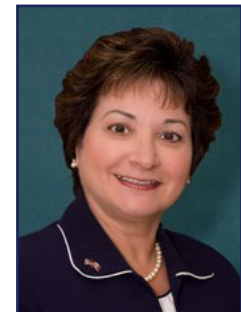
*Planning Council*  
Michael Crawford  
Interim Director



*Property Appraiser*  
Pam Dubov



*Supervisor of Elections*  
Deborah Clark



*Tax Collector*  
Diane Nelson





# Employee Profile

## AVERAGE CLASSIFIED SALARY

Year	Amount
2012	\$43,769
2011	\$44,555
2010	\$44,981
2009	\$44,983
2008	\$44,162



## AVERAGE LENGTH of SERVICE

### Exempt Service

Authority	Number of Employees	Average Length of Service
Business Technology Services	126	10.05
Clerk of the Circuit Court	68	14.65
Construction Licensing Board	2	17.50
County Administrator	193	13.72
County Attorney	22	15.09
County Commissioners	14	7.64
Human Resources	15	11.93
Office of Human Rights	1	0.00
Planning Council	1	17.00
Property Appraiser	23	15.65
Supervisor of Elections	8	10.13
Tax Collector	48	15.17
Total	521	12.95

### Classified Service

Authority	Number of Employees	Average Length of Service
Business Technology Services	14	14.36
Clerk of the Circuit Court	436	12.58
Construction Licensing Board	8	11.88
County Administrator	1504	14.45
County Attorney	10	8.40
County Commissioners	0	
Human Resources	19	16.63
Office of Human Rights	9	11.33
Planning Council	6	11.50
Property Appraiser	98	16.57
Supervisor of Elections	21	4.86
Tax Collector	204	9.08
Total	2329	13.59
<b>Total Employees</b>	<b>2850</b>	<b>13.47</b>



# Employee Profile continued

## Demographics

### GENDER and RACE

Age Group	Male	Female	Asian American	American Indican	Black	Hispanic	White	2 or More
Under 30	42	56	1	0	10	3	84	0
30 - 39	182	175	7	0	54	14	281	1
40 - 49	355	369	12	2	138	22	550	0
50 - 59	607	584	7	3	191	52	937	1
60 & Over	252	228	5	0	47	17	411	0
<b>Totals</b>	<b>1438</b>	<b>1412</b>	<b>32</b>	<b>5</b>	<b>440</b>	<b>108</b>	<b>2263</b>	<b>2</b>
Average Age	50.32	49.81	47.13	48.8	49.26	50.87	50.23	46.5

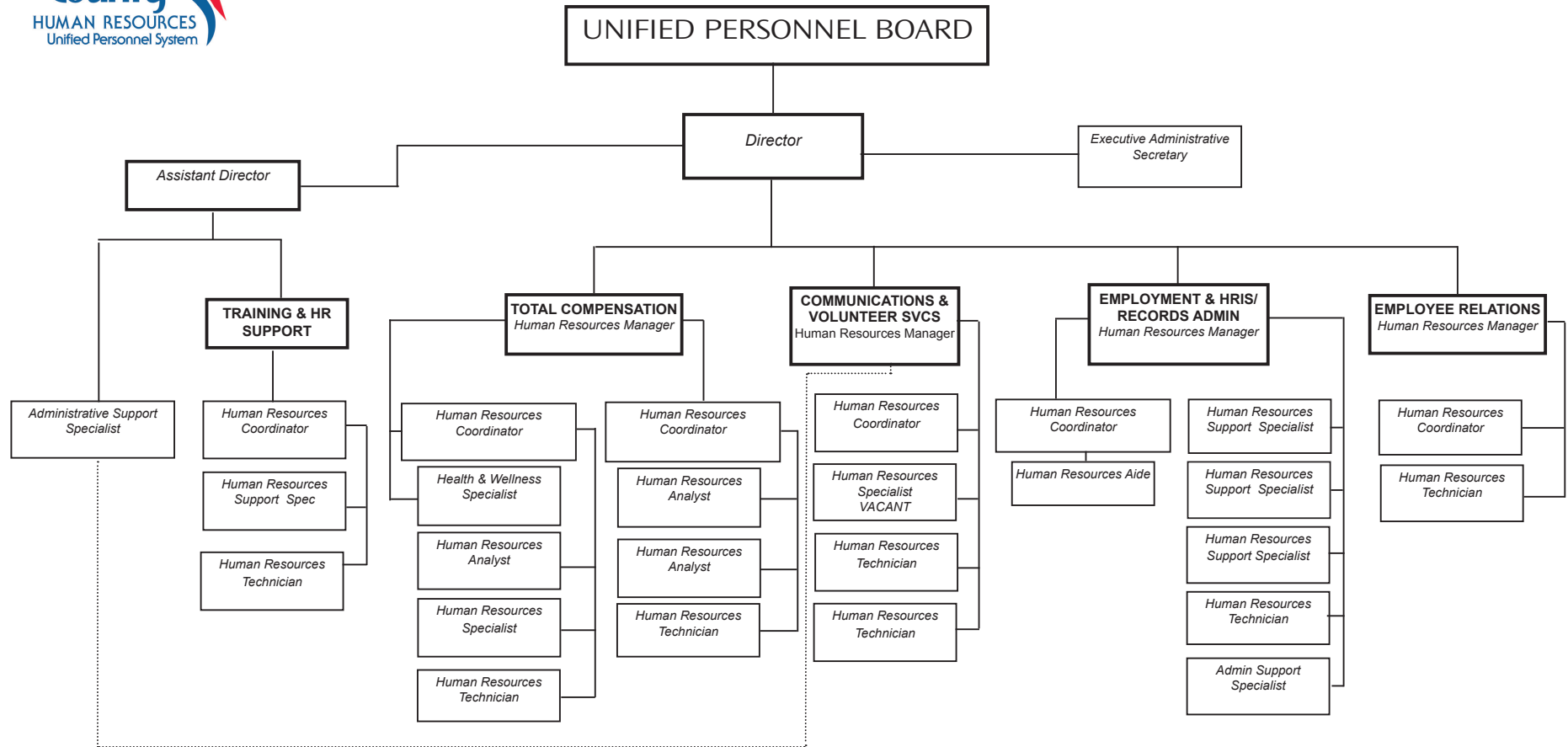
### TYPE of SERVICES

Age Group	Classified	Exempt	Total
Under 30	87	11	<b>98</b>
30 - 39	304	53	<b>357</b>
40 - 49	570	154	<b>724</b>
50 - 59	970	221	<b>1191</b>
60 & Over	398	82	<b>480</b>
<b>Totals</b>	<b>2329</b>	<b>521</b>	<b>2850</b>
Average Age	49.99	50.43	<b>50.07</b>





## HUMAN RESOURCES ORGANIZATION CHART



August 2012

