

# *On Course*

*Pinellas County Human Resources 2013 Annual Report*



**Human Resources**  
*Helping U Succeed*

*Brooker Creek Preserve*

# 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.

# Vision

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

# Values

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



Art show entry "Misty Marina"  
by Fred Borgianini, BTS Employee

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# *Unified Personnel System Board*

## **A Message from Daniel Andriso**

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



In January 2013, I was privileged to be reappointed to my sixth term as Board Chair. I have served on the Unified Personnel Board since 1997, and throughout my years of service I have been impressed with the commitment and professionalism of our members. I want to particularly thank my Vice Chair Mr. Rick Davis, for his valuable assistance this year. I know he joins me in commending our current board members Ms. Andrea Daggett, Ms. Joan Vecchioli, Mr. Keith Dekle, Ms. Angela Outten and Mr. Keith Bailey for their thoughtful deliberations and dedication to our employees and the eleven Appointing Authorities.

This year we are fortunate to welcome two new board members who offer enthusiasm and fresh perspectives. Ms. Angela Outten was appointed by the Employees' Advisory Council in January 2013, replacing George Tragos. Mr. Keith Bailey was appointed in March 2013, replacing Mr. Jim Koelsch. I know the entire board joins me in thanking Mr. Tragos for his many contributions during his six year tenure, including his service as Vice Chair, and likewise we are very grateful to Mr. Koelsch for his five years of dedicated service.

I would like to take this opportunity to thank all the Appointing Authorities, the Employees' Advisory Council, and our Assistant County Attorney for their generous assistance throughout the year. Most of all, I want to thank the employees of the Unified Personnel System for their dedicated service to the citizens of Pinellas County. We are honored to partner with them as we move into 2014.



*Ricardo Davis, Vice Chair*  
Appointed by the other  
six Board members



*Keith Bailey*  
Appointed by  
Elected Officials



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



*Keith Dekle*  
Appointed by the Employees'  
Advisory Council



*Angela Outten*  
Appointed by the Employees'  
Advisory Council



*Joan M. Vecchioli*  
Appointed by the  
Elected Officials



# *A Message from Peggy Rowe*

## *Director of Human Resources*



This year I was privileged to conduct 33 listening sessions with scores of employees from various Appointing Authorities. As a result of these meetings, I have an even greater appreciation of our employees' dedication and commitment to the success of our organization. They are proud to work for Pinellas County government and justifiably proud of the excellent service they provide to our citizens.

These meetings generated many thoughtful, concrete suggestions about how the workplace could be improved. Ideas included capturing the institutional knowledge of employees nearing retirement; improving the recruiting and hiring pro-

cess; more clearly defined career paths; opportunities for individual development; and more meaningful performance management. It is gratifying that all our Appointing Authorities also share these aspirations.

We are on course for implementing many of these ideas. In 2014, I plan to recommend a range of performance management tools to facilitate more frequent, informal dialogue between employees and management and encourage individual development plans. I will also recommend changes to the process by which we reward employees based on their performance. We will also complete the revision and consolidation of the Personnel Rules.

We envision a culture that embodies continuous learning, promoting leadership at all levels, continual improvement of work processes, and intentional workforce planning. Encouraging wellness remains one of our top priorities, and this year our efforts were acknowledged by UnitedHealthCare's "Well Deserved" award. We were honored to be one of 12 employers recognized nationally.

In the next five years, over 20% of our employees are eligible to retire. For this reason I have launched a new initiative, Organizational Effectiveness, to forecast and meet our future staffing needs. We are already responding to heightened demand for assistance with new recruitments, ensuring the proper classification of current positions, and leadership development at all levels.

With an eye toward future sustainability, I restructured my department to flatten the organization and better integrate and consolidate functions. I am grateful for the hard work of my Human Resources staff, and look forward to partnering with our employees and Appointing Authorities in 2014.



*Art show entry Snowy Egret,  
by Fred Borgianini, BTS  
employee*



# Organizational Effectiveness

The loss of County resources over the last several years requires us to reexamine the way we conduct business. We must find ways to be more effective, efficient and sustainable. It is critical we maximize the effectiveness of our employees today while we strategically plan for tomorrow. Organizational Effectiveness is a synergistic new initiative that provides the structure to do just that. Its overarching goal is to systematically integrate all HR resources to best meet the organizational needs of the Unified Personnel System.

We are working with individual departments to construct an organizational structure that will best meet their current and future needs. We also assist them to strategically plan how they will transition from their current structure to the future.

A major component of this new initiative is implementing a competency based foundation with associated tools to help evaluate and develop current employees to select the most appropriate candidates to fill future vacancies. We are developing a common language for use across HR functions (classification, selection, development, and evaluation).

We are also performing analyses of the current workforce to identify current skill and competency gaps and predict where position gaps due to vacancies may be occurring. This is a critical element as one in five County employees will be eligible to retire over the next five years. Current employees will formulate individual development plans.

For potential vacancies, we will assist departments to best use their positions for today's needs as well as projected future needs.

Work has begun with the following departments: Emergency Management, Communications, Parks and Conservation Resources, Real Estate Management, and Environment and Infrastructure. We will continue to collaborate with these departments during the coming year and will form new organizational effectiveness partnerships with other departments and Appointing Authorities.



*Sand art by an employee during the picnic for Employee Appreciation Week*



# Employee Benefits

In 2013 Pinellas County and its employees accomplished great things in regards to Benefits and Wellness. A robust wellness program successfully leveraged the power of health incentives for County employees and spouses resulting in over 98% of employees participating in the program.

## 2013 Accomplishments

- Combined medical and pharmacy claims costs decreased by 4.8% between July 2012 and June 2013
- Added a financial wellness component to the existing Wellness Education incentive
- Conducted a Request for Proposal with Risk Management for an Employee Wellness Center to provide an enhanced level of primary care, acute care, occupational care and support for the control of chronic medical conditions such as diabetes and heart disease
- Implemented the *Not Me* pre-diabetes program which provided 16 weeks of comprehensive education designed to keep at-risk employees and spouses from contracting diabetes for 5 selected worksites. This was a partnership between UnitedHealthcare, YMCA of the Suncoast, and Pinellas County.
- Launched *Get Fit* activity with \$50 incentive for 8 consecutive weeks of at least 3 days of exercise. Nearly 200 employees completed this activity in the first 6 months

## 2014 Goals

- Expand the Get Fit incentive program to spouses covered by the health plan
- Implement alternatives to the cash rewards offered by the wellness incentive program.
- Update the County's strategic plan for health and wellness
- Select a vendor partner and open the Employee Wellness Center by the summer of 2014
- Implement an absence management vendor to more effectively manage Family & Medical Leave (FMLA) absences and assist employees who may need associated short term disability benefits



One of 12 employers recognized nationally - "Well Deserved" award presented by UnitedHealthCare

# Employment and Compensation

After several years of budgetary constraints and a severely limited ability to hire new employees, in FY2013 the Appointing Authorities asked us to post recruitments and assemble registers of qualified applicants for almost 500 vacant or newly created positions. At the same time, we conducted cyclic audits for several hundred positions.

In order to respond to the increased demand for employment services, we restructured our team to integrate employment, compensation and classification with HRIS. We plan to make major improvements to the way we recruit, interview and select employees next year.

## 2013 Accomplishments

- Integrated compensation, classification, HRIS, and employment into one team
- Completed the cyclic review of positions within the Department of Environment and Infrastructure (DEI)
- Processed 492 employment requisitions
- Enabled HR staff to “remote in” for OPUS manager self-service user support

## 2014 Goals

- Implement a new (Taleo) applicant tracking system software
- Introduce the practice of providing HR assistance to hiring authorities throughout the entire recruitment and selection lifecycle
- Complete the cyclic review of positions within Real Estate Management
- Automate the position control maintenance process for deleting or adding positions in the HRIS (OPUS) system



*Wear Pink for Breast Cancer Awareness day*



*Art Show entry “Beach Day” by Irene Rose Taylor, Clerk of the Circuit Court family member*



# Employee Communications

We continue to deliver relevant, timely messages to our employees, volunteers, retirees and citizens using a variety of media. The goal is to offer multiple communication media geared to individual preferences. Another major objective is further engaging employees in two-way communication and fostering a sense of community.

We distribute two online publications on a regular basis. *The Pen* is sent electronically every month to over 4,000 active employees and retirees, and *The Pen Extra* is published on a quarterly basis. Both are also available on our website at [www.pinellascounty.org/hr/publications.htm](http://www.pinellascounty.org/hr/publications.htm).

In 2013 we issued 73 special electronic communications which provided information to employees about critical, time-sensitive issues such as changes to benefits and legal updates.

Employee Communications also supported Peggy Rowe in 33 “listening sessions”, her personal outreach meetings with small groups of employees at their workplace to discuss ways to improve their working environment.

## 2013 Accomplishments

- Designed and created a new website with simplified navigation, improved graphics, and a variety of interactive communication tools including more emphasis on YouTube, social media and web-based training
- Produced 7th Annual Colors of Pinellas Art Show which showcased 105 pieces of art from 68 artists
- Edited and distributed special emails communicating information about timely issues such as the health care insurance dispute, surveys, benefits and wellness information, payroll information, eCalendars, and communiqués on behalf of other departments

## 2014 Goals

- Administer an online survey of all Unified Personnel employees covering various aspects of employee satisfaction and engagement
- Revamp and modernize our service award program to expand the types of awards offered
- Produce and moderate an interactive blog for employees to disseminate information and encourage employees to voice concerns, suggest ideas, connect and engage with each other, forming a stronger community


**A Special Message from Peggy Rowe**  
**September 18, 2013**


**FY2014 Pay Raise**

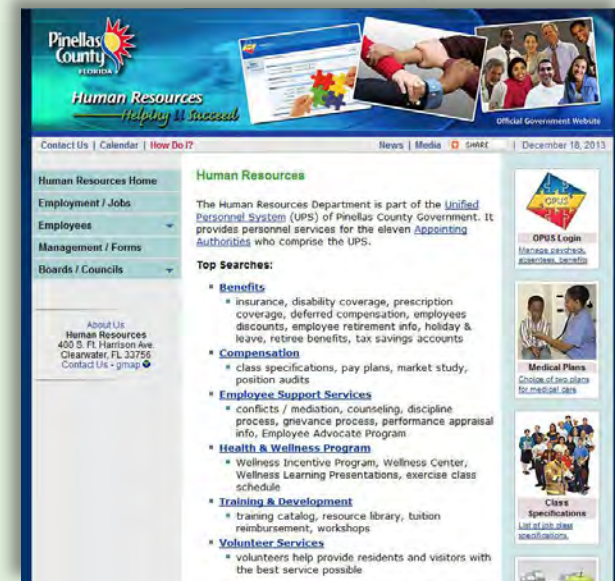
At the September 17th Board of County Commissioners meeting, the final FY2014 budget was approved, and employees under the Unified Personnel System will receive a 3% raise effective October 6. The increase will appear in the October 25 paycheck. The *Tampa Bay Times* erroneously reported a 2.8% raise in today's edition. The salary adjustment is in fact 3%.

Other details about changes to the compensation plan:

- The maximum for every pay grade will increase by 1% effective October 6, 2013.
- Employees for whom a 3% increase will be over the new maximum for their pay grade will receive an hourly rate increase bringing them to the new max with the remainder of their raise in a single lump sum payment.
- Employees who are over the maximum of the new max will receive a lump sum payment calculated as 3% of the current maximum of the pay grade of their job classification.
- The raises will apply to permanent and probationary classified and exempt employees.

  
Peggy Rowe  
Director of Human Resources





The screenshot shows the Pinellas County Human Resources website. The header includes the Pinellas County logo and the tagline "Human Resources Helping It Succeed". The navigation bar includes links for Contact Us, Calendar, How Do I?, News, Media, and a link to the Official Government Website. The main content area is titled "Human Resources" and provides information about the Unified Personnel System (UPS). It lists various services and resources, including benefits, compensation, employee support services, health and wellness programs, training and development, and volunteer services. There are also links to the OPIUS Login and a list of job classes.



# Employee Relations

Employee Relations continues its efforts to keep in tune with the “pulse” of employees at all levels throughout the Unified Personnel System. We endeavor to provide timely responses and information regarding a host of issues. We regularly engage employees through counseling services; assistance regarding performance management, discipline, grievances and mediation; workplace investigations; and serve as liaison to the Employees’ Advisory Council (EAC). Employee Relations looks forward to providing these and other services into 2014 and beyond.



*Employee Relations Manager Jim Valliere*

## 2013 Accomplishments

- Effective monitoring has contributed to Unemployment Compensation payments being among the lowest levels in years
- Provided over 30 on-site, on-demand training sessions at various departments for employees and supervisors
- Conducted a survey of employees and members of management who used our services in FY 2013:
  - ▶ 94% agreed that: “As a result of Employee Relations’ assistance and/or guidance, I was able to achieve a better outcome of my situation than I would have without their input.”
  - ▶ 92% agreed that: “Employee Relations’ assistance or advice helped my situation/issue to be handled informally instead of progressing to a formal process (discipline, grievance, appeal, lawsuit, etc.).”
  - ▶ Sample comments, “They are an invaluable resource for our department,” “Excellent professionalism and customer service, sincerely appreciate all they do,” and “I’m always treated like I’m the most important issue of the day.”

## 2014 Goals

- Adapt and/or develop an updated exit interview process to include both in-person interviews and Internet-based responses
- Create an online Employee Personnel Manual
- Assist in transforming the organization to one with high focus on performance management
- Develop online and site-delivered training for Personnel Rule XXIV – Discipline, and other Personnel Rules following the completion of revisions



*EAC Delegate Meeting*



# Training and Development

Pinellas County government is engaged in a long range, concerted effort to change its organizational culture. A central element is developing and practicing leadership at all levels. We are delivering curricula geared to engage all employees in understanding our operations; participating in determining strategy and setting goals; identifying gaps; solving problems; making process improvements; and participating in decision-making.

Our training programs and workshops help employees understand the new expectations, buy into the new direction; and practice new behaviors that foster greater cooperation, collaboration, and teamwork.

This year our 31 Supervisory Level Succession Management participants are three quarters through their program. They are receiving on-the-job training, coaching, mentoring, and class training to prepare them for future job vacancies.



Art Show entry "The Calm Before the Storm"  
by Rob Farnell, Property Appraiser employee

## 2013 Accomplishments

- Presented 60 Consortium competency based courses totaling 11,577 hours of participant training time
- Delivered 6,980 hours of training supporting a high performing organization to nearly 2,000 participants at more than 140 training sessions
- Updated the Career Development and Job Enhancement Tuition Reimbursement Program increasing total annual reimbursement to \$2,800 and removing limits on individual class cost reimbursements
- Certified 16 facilitators to deliver AchieveGlobal leadership curriculum
- Provided internal consulting and multiple workshops to dozens of departments to build teams and achieve departmental goals

## 2014 Goals

- Prepare second wave of participants with Achieve Global Leadership Training
- Complete Supervisory Level Succession Management training for current participants
- Conduct needs assessments for the third wave of high performing organization training at the first-line employee level
- Develop just-in-time training and video vignettes
- Perform upgrades, additions, and improvements to the Consortium training offerings

L-R: Jerome Jordan, Lee Ann Smedley, Rakesh Patel, Brent Hall, Pam Bell, and Kathleen Good pose with instructor Joanie Read after earning their AchieveGlobal instructor certification.



# Volunteer Services

In order to provide excellent service to our citizens in a sustainable manner, we recognize our workforce must comprise both employees and volunteers. Vertical integration of volunteers throughout the organization is critical to our future. Growing our volunteer base has been a major priority for the last three years. In FY2013, our volunteer contributions were equivalent to 114 full time positions.

This year, six Appointing Authorities created 51 new volunteer position descriptions which greatly increased the range of available opportunities to new volunteers. We also continue to expand our recruitment and retention efforts. Our annual celebration honoring our volunteers was attended by more than 300 volunteers and guests.



## 2013 Accomplishments

- Increased number of volunteer hours from 209,806 to 236,489
- 175 different ways to volunteer were posted on our website
- Value of volunteer hours was \$5,235,866, an increase of over \$754,000 from the previous year
- Expanded incentive program to include a new 750 hour milestone award
- Administered an exit survey to volunteers who left the program



VIPs at African American Festival, Heritage Village

## 2014 Goals

- Increase the monetary value of Volunteer Services as measured by the hourly rate established by Independent Sector from \$5.24M to over \$6M
- Encourage highly skilled and professional level volunteers by networking with WorkNet Pinellas, local education facilities, and non-traditional volunteer sources
- Conduct an online volunteer survey to determine how best to improve retention and increase volunteer satisfaction
- Expand the internship program using Bright Futures students and post-secondary vocational students as well as undergraduate and graduate level university students



Presidential Award winning volunteers



# *Appointing Authorities*



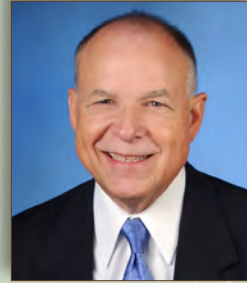
***Business Technology Services***  
Jim Russell  
Interim Executive Director



***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

## BUDGETED AND ENCUMBERED POSITIONS

<i>Authority</i>	<i>Permanent Budgeted Positions</i>	<i>Encumbered Positions</i>
Business Technology Services	172	142
Clerk of the Circuit Court	589	534
Construction Licensing Board	12	10
County Administrator	1,893	1,687
County Attorney	33	33
County Commissioners	14	14
Human Resources	37	33
Office of Human Rights	10	10
Planning Council	13	7
Property Appraiser	130	120
Supervisor of Elections	44	31
Tax Collector	310	254
<b>Total</b>	<b>3,257</b>	<b>2,875</b>

## CLASSIFIED EMPLOYEE AVERAGE SALARY

<i>Year</i>	<i>Salary</i>
2013	\$42,731
2012	\$43,769
2011	\$44,555
2010	\$44,981
2009	\$44,983

## TURNOVER

2013	10.52%
2012	10.16%
2011	7.15%
2010	12.90%
2009	14.92%

## AVERAGE LENGTH OF SERVICE

<i>Exempt Service</i>		
<i>Authority</i>	<i>Number of Employees</i>	<i>Average Length of Service</i>
Business Technology Services	124	10.58
Clerk of the Circuit Court	72	16.24
Construction Licensing Board	2	12.50
County Administrator	226	14.01
County Attorney	23	14.78
County Commissioners	14	8.21
Human Resources	15	11.20
Office of Human Rights	1	2.00
Planning Council	1	19.00
Property Appraiser	26	14.42
Supervisor of Elections	9	8.89
Tax Collector	48	15.67
<b>Total Exempt</b>	<b>561</b>	<b>13.41</b>
<i>Classified Service</i>		
<i>Authority</i>	<i>Number of Employees</i>	<i>Average Length of Service</i>
Business Technology Services	18	14.06
Clerk of the Circuit Court	462	12.00
Construction Licensing Board	8	8.50
County Administrator	1,461	14.59
County Attorney	10	9.20
County Commissioners	0	0.00
Human Resources	18	16.50
Office of Human Rights	9	12.89
Planning Council	6	13.33
Property Appraiser	94	16.49
Supervisor of Elections	22	6.14
Tax Collector	206	9.28
<b>Total Classified</b>	<b>2,314</b>	<b>13.55</b>
<b>Total Employees</b>	<b>2,875</b>	<b>13.53</b>

# Employee Profile – continued

## DEMOGRAPHICS

### GENDER AND RACE

Age Group	Male	Female	Asian American	American Indian	Black	Hispanic	White	2 or More
Under 30	53	55	2	0	9	5	92	0
30 - 39	185	189	3	1	54	14	301	1
40 - 49	342	346	16	2	127	20	523	0
50 - 59	590	574	8	2	192	52	909	1
60 & Over	285	256	6	0	65	18	452	0
<b>Totals</b>	<b>1,455</b>	<b>1,420</b>	<b>35</b>	<b>5</b>	<b>447</b>	<b>109</b>	<b>2,277</b>	<b>2</b>
Average Age	50.49	50.05	48.4	46.2	49.96	50.65	50.35	48.5



Art Show entry "Hurricane Ridge"  
by Amy Powell, 6th Judicial Court

### TYPE OF SERVICES

Age Group	Classified	Exempt	Total
Under 30	95	13	108
30 - 39	319	55	374
40 - 49	529	159	688
50 - 59	932	232	1,164
60 & Over	439	102	541
<b>Totals</b>	<b>2,314</b>	<b>561</b>	<b>2,875</b>
Average Age	50.14	50.85	50.27



Employee Appreciation Week at Sand Key Park, May 7, 2013



## HUMAN RESOURCES ORGANIZATION CHART

### UNIFIED PERSONNEL BOARD

