

Shaping the Future



"Shapely Colors" by Ryland Carlin, First Place, Teen 13-18 category, 2014 Colors of Pinellas Art Show



Human Resources
Helping U Succeed

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.



"Woodland Glow" by Anthony Grajirena, County Attorney Family Member, intermediate photography entry, 2014 Colors of Pinellas Art Show

Our Values

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

Our Vision

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

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Unified Personnel System Board

A Message from Daniel Andriso

Board Chairman, Appointed by the Board of County Commissioners



I am honored to serve as the Personnel Board Chair for the past seven years and board member for seventeen years. One constant throughout my tenure is the dedication and professionalism of my fellow board members. I am grateful for the service of Mr. Keith Bailey, Ms. Andrea Daggett, Mr. Keith Dekle, Ms. Angela Outten and Ms. Joan Vecchioli. My Vice-Chair, Mr. Rick Davis, and I appreciate their service, and I join the entire board in thanking Mr. Davis for his expertise and generous assistance as vice chair for the past four years.

This year was the first full year of the Board's delegation of authority to Human Resources regarding creation of classifications, classification changes, and extensions of temporary employment beyond the initial appointment. While the Board retains final approval and continues to be informed about changes to classification, delegation of this authority has been well received. The Board is gratified that the delegation has resulted in expedited transactions, streamlined processes, and enhanced responsiveness to customers' needs.



Ricardo Davis

Vice Chair

Appointed by the other six Board members



Keith Bailey

Appointed by the Elected Officials



Andrea S. Daggett

Appointed by the Board of County Commissioners



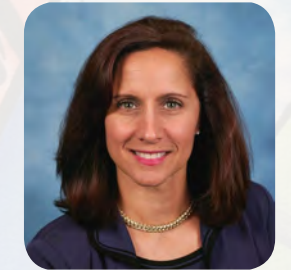
Keith Dekle

Appointed by the Employees' Advisory Council



Angela Outten

Appointed by the Employees' Advisory Council



Joan M. Vecchioli

Appointed by the Elected Officials

As I reflect on 2014, I want to express my gratitude to all the Appointing Authorities, the Employees' Advisory Council, and our Assistant County Attorney for their efforts on behalf of our employees. The Board looks forward to partnering with them and the staff of Human Resources as we work to serve the dedicated employees of the Unified Personnel System in 2015.

A Message from Peggy Rowe

Director of Human Resources



We continue to refine our services and programs to help all of us succeed at every stage of our employment and to make the Unified Personnel System a better place to work. This year we designed a more streamlined, user-friendly online application form. We also restructured our hiring process to customize recruitments and attract top talent. The new system has been positively received and has resulted in a reduction in hiring time as well as a candidate pool whose skills more closely match the job requirements of a specific position.

This year we developed a new, interactive on-boarding process to welcome our new employees,

better integrate them into the workplace, and increase their retention rate. We expanded our training curriculum with just-in-time training and video vignettes that reinforce learning from training modules already completed. We also now offer organizational facilitation services for leadership development and team building.

We expanded our Employee Wellness Program, offering additional wellness activities for spouses and domestic partners, and providing information about health care consumerism to help our employees make well informed decisions.

Improving employee engagement and two-way communication is another top priority. This year I conducted 20 listening sessions with small groups of employees and in November we conducted an employee survey in partnership with the National Research Center. Our employees report high job satisfaction and think Pinellas County is a good employer.

Performance management is identified as the area that most requires extra attention. The Appointing Authorities approved our new FACE of Performance system that replaces an annual evaluation with ongoing conversations about expectations, shared goals, and professional development. We plan additional workshops and resources as the system is fully implemented in 2015.



"Egret" by Anonia Babski, Retiree, intermediate works on paper entry, 2014 Colors of Pinellas Art Show

2014 Accomplishments

- Designed, developed and delivered the FACE of Performance philosophy, model and learning resources
- Received the national United HealthCare Well Deserved Award for excellence in our wellness program
- Implemented a new online application and recruitment process
- Increased the value of volunteer contributions from \$5.24M to \$6.44M
- Conducted our first biennial online employee survey with a 74% response rate

Goals for 2015

- Introduce a new Pay-for-Performance plan that focuses on rewarding stellar performers
- Finalize revision of Personnel Rules
- Continue support to all Appointing Authorities during the first full year of implementation of the FACE of Performance system

Organizational Effectiveness

We continue to strategically plan for our future employment needs at the same time we maximize the effectiveness of our current employees. Workforce planning has many facets. One key element is identifying the competencies we will need in the future. A second is evaluating the skills of current employees and crafting development plans for promising candidates to better position them to fill future vacancies. A third priority is the integration of all HR resources, including recruitment, classification, development and evaluation, to better serve the needs of the Unified Personnel System.

2014 Accomplishments

- Built profiles for all job classifications and positions within five county administrator departments to identify the technical skills and competencies which will be used for current selection and future development
- Defined the new Metropolitan Planning Organization/Pinellas Planning Council Executive Director position and conducted an executive search for the newly merged board
- Assisted several departments with executive searches for senior leadership positions
- Worked with Human Resources staff to develop a new structure and classification system to be implemented in FY2015



"Mirror Mirror" by Ray Kosach (employee, Real Estate Management), First Place, amateur photography, 2014 Colors of Pinellas Art Show

**"It always seems impossible
until it's done."** - Nelson Mandela

Employee Benefits and Wellness

This year we began the work to update our wellness strategic plan, introduced communications and tools with an emphasis on encouraging consumerism in health care choices, and moved closer to opening an employee health center for Pinellas County. In addition, Human Resources staff have worked with our health care consultants to identify and, if appropriate, implement measures to mitigate the federal excise tax on employer sponsored health plans which will begin in 2018 pursuant to the Affordable Care Act.

2014 Accomplishments

- Expanded the *Get Fit* incentive program to spouses covered by the health plan
- Employees can now choose cash, or selections from the Pinellas County Rewards catalog containing thousands of items
- Began an update to the County's strategic plan for health and wellness by conducting a SWOT analysis of the program utilizing multiple wellness stakeholders
- Selected a vendor partner for the Employee Wellness Center and began the contracting process
- Implemented an absence management vendor to more effectively manage Family & Medical Leave (FMLA) absences and, when appropriate, disability leave benefits



Clerk's Office employees at the Walk to End Diabetes

Goals for 2015

- Open the Pinellas County Employee Health Center
- Implement monthly communication with our customers, highlighting different benefit topics and how they enhance employment and provide value to employees and their families
- Offer our employee customers onsite in-person workshops with partners SHINE (Serving Health Insurance Needs of Elders) and Ernst and Young for Medicare, debt management and estate planning
- Increase social media use for wellness engagement
- Increase wellness programming for disease management

Employment and Compensation

This year we totally revamped our hiring process. Our new streamlined online application directs candidates to a specific job vacancy and replaces the previous system of job registers for multiple positions. This allows hiring managers to customize their recruitments to their individual needs. The advantage to the job seekers is they know the Appointing Authority, the location of position, the shift and other details of the job before they apply. The new system provides hiring managers a list of candidates interested in their specific positions and has already increased the retention rate of new hires.

2014 Accomplishments

- Implemented a new (Taleo) applicant tracking system software
- Introduced the practice of providing HR assistance to hiring authorities throughout the entire recruitment and selection lifecycle
- Automated the position control maintenance process for deleting or adding positions in the HRIS (OPUS) system



"Dashboard Dreams" by Gabrielle Harrison, Volunteer, intermediate photography entry, 2014 Colors of Pinellas Art Show

Goals for 2015

- Evaluate and update the hiring process (hiring checklist, Veteran's Preference procedures, and develop requisition guide)
- Provide hiring managers with training in recruitment and selection procedures
- Publish an directory of career ladders by department/Appointing Authority in order to provide a quick reference tool for employees and managers
- Complete the automation of requesting position control transactions in order to achieve a more efficient paperless process
- Update the content (handouts, binder inserts, and audiovisual presentation) of the Employee Compensation module for the supervisory series training workshop

Employee Communications

In 2014 we significantly expanded our communication initiatives. In November we conducted our first biennial employee survey in partnership with the National Research Center's National Employee Survey. We also conducted nine focus groups with employees throughout the UPS to gather additional insights on how we could improve our performance management system and the way we reward exceptional performance.

This year we electronically disseminated 46 special communications, monthly publication of *The Pen* and quarterly *Pen Extra* newsletters to an audience of over 4,000 active employees and retirees. Our Colors of Pinellas Art Show expanded to welcome artists who serve as volunteers. We also launched a new service award program that includes over 12,000 reward options in the online catalog, congratulation letters, electronic birthday cards, and a robust on-boarding welcome program for new employees.

2014 Accomplishments

- Provided 125 customized reports for departments that included detailed statistical analysis of the 2013 Employee Survey results
- Revamped and modernized our service award program to expand the types of awards offered, including new on-boarding rewards
- Created *Our Space*, an interactive blog for employees to disseminate information, suggest ideas, and connect with each other. Over 300 entries were posted in the first ten months
- Featured 146 pieces from 95 artists in the 8th annual Colors of Pinellas Art Show, a 28% increase over 2013
- Produced two videos—the first to present the wellness program's new points reward system, and the second with the Appointing Authorities to promote the new performance management system

Goals for 2015

- Enhance the HR website to improve navigation and offer additional resources
- Streamline and coordinate the delivery of HR communications
- Conduct Pay for Performance focus groups with each of the Appointing Authorities



Suggestion Award winners Ted Filides, Chris Carfora and Ryan Mlynarski, DEI

Employee Relations

Employee Relations continues to reach out to members of the Unified Personnel System to work more collaboratively and help improve working relationships in the County. We offer our employees career counseling, conflict resolution, and informal problem solving. Other core functions include serving as the HR liaison to the Employees' Advisory Council (EAC), providing assistance in the discipline and grievance functions, and training assistance in many areas of the workplace.

2014 Accomplishments

- An updated, online exit survey for former County employees to supplement in-person exit interviews

Customer satisfaction survey results for 2014:

- 95% agreed that they “gained valuable knowledge/insights, skills or abilities that will assist me in the future” from Employee Relations.
- 95.4% agreed they were “satisfied with Employee Relations’ response and handling of my situation.”



"Looking for Hope" by Denise Esparza, Office of Human Rights Family Member, Honorable Mention in intermediate painting category, 2014 Colors of Pinellas Art Show

**"The future depends on
what we do in the present."**

Mahatma Gandhi

Goals for 2015

- Create a comprehensive online guide to HR services and resources for existing and new employees
- Train other HR professionals to expand the delivery of Employee Relations' core functions throughout the Unified Personnel System

Training and Development



Succession Management class on graduation day

We continue to tailor the scope of our course offerings and ways we deliver curriculum to meet the ever changing needs of the Unified Personnel System and our Consortium partners. We initiated several “just-in-time” one-hour vignettes presented by various County leaders, augmented our video offerings, and collaborated with our partners to ensure our courses provide relevant training that supports the goals of the organization.

Our team offers Organizational Development services partnering with leaders in building trust, solving problems and removing barriers as they lead their teams toward achieving their goals. Organization Development focuses on developing systems, structures, processes, teams and people within the organization.

2014 Accomplishments

- Introduced a variety of new class offerings and curriculum upgrades
- A nine-part summer Leadership Lunch ‘n’ Learn series received excellent ratings
- A nine-part Breakfast Bites series on owning and advancing your career was launched in September
- Twenty seven (27) Supervisory Level Succession Management participants graduated from their 2½ year course in leadership development
- Delivered 139 Achieve Global® leadership classes to 2,216 members of the BCC leadership, supervisory and management staff
- Through goal focused consultations and facilitated strategic processes, we assisted teams from Human Services, Ambulance Billing, Property Appraiser, Risk Management, Solid Waste, Utilities, and Public Works to align their teams and improve performance
- Assisted leaders in defining competencies and roles for leadership positions in their departments.

Goals for 2015

- Offer several courses to support FACE of Performance.
- Revamp Supervisory and Management Competencies Series (SMCS)
- Redesign the Leadership Development program (formerly known as Succession Management)
- Deliver a customized Achieve Global® leadership training program to all remaining BCC staff members
- Promote Organizational Development services and increase the number of organizations seeking help aligning their teams and increasing engagement.

Volunteer Services

We are pleased with the fourth consecutive year of expansion of our volunteer program and the many ways our volunteers continue to make a difference throughout the County. This year, hundreds of new recruits joined the ranks of our thousands of long time volunteers. Some participated in one or more of the over 100 group events sponsored by various departments, and others have committed to ongoing assignments.

We deeply appreciate the dedication of our volunteers. In 2014, five individuals were honored for their 4,000 plus hours of service with the Lifetime Presidential Awards.

Regardless of position or tenure, all volunteers are making our community better. They also serve as our partners and strengthen the bonds between our residents and County government.

2014 Accomplishments

- Increased the monetary value of the hours donated, as measured by the hourly rate established by Independent Sector, from \$5.24M to over \$6.44M
- Volunteers donated 285,329 hours, an increase of 48,840 and equivalent to 137 full time positions
- Increased the number of highly skilled and professional level volunteers by networking with CareerSource Pinellas, local education facilities, and non-traditional volunteer sources
- Conducted our first annual online volunteer survey to determine how best to improve retention and increase volunteer satisfaction
- Expanded the number of student interns from 49 to 54 for a contribution of 7,562 hours

**"The best way
to predict
your future
is to create it."
Abraham Lincoln**



Eagle Scout project volunteers at Pinewood Cultural Park

Goals for 2015

- Increase the monetary value of Volunteer Services, as measured by the hourly rate established by the Independent Sector, from \$6.44M to \$6.75M
- Implement a new Volunteer Services tracking system
- Revitalize the Volunteer Services website to be more dynamic and user-friendly

Appointing Authorities



County Attorney
Jim Bennett



*Clerk of the Circuit Court
and Comptroller*
Ken Burke



Supervisor of Elections
Deborah Clark



Planning Council
Michael Crawford
Interim Director



Property Appraiser
Pam Dubov



Construction Licensing Board
Rodney S. Fischer
Executive Director



Tax Collector
Diane Nelson



Business Technology Services
Martin Rose
Executive Director



Human Resources
Peggy Rowe
Director



Office of Human Rights
Paul Valenti
Director



County Administrator
Mark Woodard

Employee Profile

Permanent and Encumbered Positions

<i>Authority</i>	<i>Permanent Positions</i>	<i>Encumbered Positions</i>
Business Technology Services	186	151
Clerk of the Circuit Court	606	546
Construction Licensing Board	11	10
County Administrator	1,888	1,726
County Attorney	32	32
County Commissioners	14	13
Human Resources	39	36
Office of Human Rights	10	9
Planning Council	13	6
Property Appraiser	136	124
Supervisor of Elections	50	31
Tax Collector	325	252
Total	3,310	2,936



"Snowy Egret #2" by Fred Borgianini, BTS employee,
Honorable Mention, professional photography
category, 2014 Colors of Pinellas Art Show

Turnover

2014	11.30%
2013	10.52%
2012	10.16%
2011	7.15%
2010	12.90%

Average Length of Service

EXEMPT SERVICE		
<i>Authority</i>	<i>Number of Employees</i>	<i>Average Length of Service</i>
Business Technology Services	135	9.7
Clerk of the Circuit Court	76	15.3
Construction Licensing Board	2	13.0
County Administrator	260	11.9
County Attorney	22	13.2
County Commissioners	13	7.8
Human Resources	17	10.3
Office of Human Rights	1	2.7
Planning Council	1	19.5
Property Appraiser	27	12.2
Supervisor of Elections	10	8.2
Tax Collector	46	15.4
Total Exempt	610	12.0
CLASSIFIED SERVICE		
Business Technology Services	16	12.5
Clerk of the Circuit Court	470	10.5
Construction Licensing Board	8	8.8
County Administrator	1,466	13.4
County Attorney	10	9.5
County Commissioners	0	0.0
Human Resources	19	15.9
Office of Human Rights	8	13.9
Planning Council	5	12.4
Property Appraiser	97	15.7
Supervisor of Elections	21	6.1
Tax Collector	206	8.6
Total Classified	2,326	12.4
Total Employees	2,936	12.3

Employee Profile *(continued)*

DEMOGRAPHICS

Gender and Race

Age Group	Male	Female	Asian	Native American	Black	Hispanic or Latino	White	2 or More	Hawaiian or other Pacific Islander
Under 30	70	79	1	1	19	3	125	0	0
30 - 39	190	201	3	1	53	11	323	0	0
40 - 49	342	351	17	3	121	17	531	1	1
50 - 59	575	576	7	1	192	43	908	1	0
60 & Over	293	259	6	1	69	25	452	0	0
Totals	1,470	1,466	34	7	454	99	2,339	2	1
Average Age	50.24	49.64	48.76	44.14	49.68	52.31	49.98	49.5	43

Classified Employee Average Salary

Year	Salary
2014	\$44,018
2013	\$42,731
2012	\$43,769
2011	\$44,555
2010	\$44,981

Type of Services

Age Group	Classified	Exempt	Total
Under 30	132	17	149
30 - 39	320	71	391
40 - 49	525	168	693
50 - 59	901	250	1,151
60 & Over	448	104	552
Totals	2,326	610	2,936
Average Age	49.83	50.38	49.94



Succession Management graduation with members of the Clerk's Office



HUMAN RESOURCES ORGANIZATION CHART

UNIFIED PERSONNEL BOARD

