Pinellas County Human Resources
2019 Annual Report
Cultivating a ... workforce
Contents
Our Vision, Our Mission, Our Values.........................................................1
A Message from the Director........................................................................2
Strategic Focus Areas and Initiatives............................................................3
UPS At-A-Glance..........................................................................................4
Meet Human Resources.................................................................................5
HR 2019: Your Solution Partner.................................................................6
The Employee Life Cycle...............................................................................7
HR 2019: Outreach.........................................................................................8
HR 2019: Working Together..........................................................................10
HR: Three Years of Progress and Looking Ahead........................................12
UPS Demographics......................................................................................14
HR Organization Chart...............................................................................16
Our Partners................................................................................................17
UPS Board Members..................................................................................18
Appointing Authorities................................................................................19
Strategic Performance Indicators...............................................................20

OUR MISSION
Cultivate a diverse, talented, and engaged workforce prepared to effectively serve the citizens of Pinellas County

OUR VISION
To position Pinellas County Government as a top-choice employer in the Tampa Bay region

OUR VALUES
Earn a reputation as a trusted solution partner through every interaction by demonstrating:

Credibility
- Demonstrate integrity
- Maintain confidentiality
- Share expertise in HR laws, practices and industry trends
- Own mistakes and make things right

Fairness
- Apply rules and policies fairly
- Serve as an honest broker

Respect
- Serve with a professional approach
- Communicate by listening first and responding with empathy

Service
- Keep commitments and meet deadlines
- Respond in a timely manner
- Work toward effective solutions

Human Resources
Helping U Succeed
A Message from the Director

The Human Resources team did it again! We set the bar high and established several stretch goals for ourselves … and delivered in an impressive fashion. Thank you for taking time to review our Annual Report to learn about some of HR’s major accomplishments in 2019. There’s so much to highlight, but I want to point out some of our most notable successes.

With the adoption of Exempt classifications by the Unified Personnel Board, we officially concluded our partnership with the vendor that assisted us with our previous Classification and Compensation Study. HR’s work, however, is not done. We’ll be working with Appointing Authorities to examine pay equity concerns and evaluate options to strengthen career growth opportunities within our new classification structure.

We completed a full year of gathering and assessing feedback from our Customer Satisfaction Survey, an important initiative to ensure we are staying in touch with our customers and quickly identifying areas of strength and needed improvement.

Recognizing the strong interest in merit pay by many employees, we took the lead to facilitate discussions with Appointing Authorities and employees to better understand employee expectations and to identify opportunities to ensure fair and consistent performance evaluation processes across the organization.

In collaboration with all Appointing Authorities through the Workforce Connections Committee, we branded our recruitment efforts and connected with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services.

After a multi-year effort of educating employees about our benefits offerings and implementing strategic support services, we saw a leveling of medical claim expenses for employees and their family members. Because of the smart choices employees are making about their health, as well as the programs we put into place, we announced no increase to health premiums for the 2020 plan year.

The biennial Employee Voice Survey is an important way to stay in touch with how employees cross the UPS feel about a variety of workplace issues. Because reliability of the results is so closely connected to participation, we implemented an aggressive campaign to encourage participation, exceeding our 75% goal with 84% of employees completing the survey.

One of our strategies to develop and prepare current employees for growth opportunities is through a variety of Learning Paths. In many ways, the tremendous growth in participation in these programs, partially due to HR making programs more accessible to accommodate the diverse needs of our employees.

Many of the successes that we’ve accomplished will not be found in this Annual Report. In many ways, the efforts that are making the most difference are found in the individual interactions that we have with the employees that we serve, finding in each situation opportunities to demonstrate our values of credibility, respect, fairness, and service.

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Pinellas County Unified Personnel System

AT-A-GLANCE 2019

Rounded figures, as of 12/31/19

88% of employees recommend working for Pinellas County

396 or 11% of population promoted

18-86 range in age of employees

47 average age

3,122 employees

over 27,000 job applications

56% of employees are between the ages of 40 and 59

10.7 years average tenure of employees

55% of employees participated in professional development programs

48% female

52% male

425 new hires

6,270,000 job applications

Planning and Performance

Provides expertise for employee relations and manages the performance management and inclusion program; provides HR strategic planning; partners with entities across UPS to increase organizational effectiveness

Human Resources Information Systems and Records Administration

Supports HR and other integrated systems; provides business intelligence, reporting and analytics to UPS community; provides new employee processing

Organizational and Talent Development

Provides leadership and professional development programs to support continuous learning; serves as strategic partner throughout UPS; organizational culture consultant

Total Rewards

Creates and manages strategies for the UPS employee rewards offering including benefits, compensation and wellness. Total Rewards is a strategic partner to the UPS and frequently collaborates with senior leaders.

Workforce Strategy

Operational partner to all departments within the UPS focused on talent acquisition and workforce planning; provides consistent and fair service to applicants and employees to ensure the County employs and retains a talented and diverse workforce prepared to serve our citizens

MEET HUMAN RESOURCES Centers of Excellence (CoE)

Communications and Outreach

Creates employee-focused digital, print, and social media messaging; supports implementation of strategic planning; manages communication strategies for all Centers of Excellence; manages volunteer and intern programs county-wide

Human Resources Information Systems and Records Administration

Provides leadership and professional development programs to support continuous learning; serves as strategic partner throughout UPS; organizational culture consultant

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We have 618 total years of Human Resources experience.

Certified Public Manager Program

Graduates 2019

55% of employees participated in professional development programs
HR 2019: Your Solution Partner

Partnership, collaboration, synergy, strategic thinking — these are the watchwords across HR’s Centers of Excellence as we address our Strategic Focus Areas. From hire to retire, we help the Appointment Authorities hire based on future needs, assist with employee development based on skill gaps, tailor interactions to help manage performance, engage and motivate employees, and offer a comprehensive total compensation package including outstanding health benefits and an attractive retirement through the Florida Retirement System.

We continue to partner with departments, divisions, supervisors, employees, and the community to position Pinellas County Government as a top-choice employer. In 2019, we helped develop a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County by:

- 93% of participants would recommend learning opportunities to their coworkers
- 116% increase in Learning Path participation
- 5,724 attendees in courses

Participation in Learning Path

5% increase

116% increase in Learning Path participation

Business Partners: It has become increasingly valuable to have designated HR Business Partners with specialized experience in employee relations and strategic planning to engage directly with Appointment Authorities to understand their business. These relationships focus on organizational effectiveness tailored to service needs.

Customized learning programs: To further develop a talented and prepared workforce, HR customized 16 different learning opportunities in 2019 responding to employees’ needs to upskill, reskill and “newskill” on topics involving ethics, diversity, and collaboration, among others.

Increased accuracy and improved reporting: HR partnered with the Office of Human Rights to offer “self-serve” ethnicity reporting which allows employees to self-identify and update their race and ethnicity category(s) in OPUS. This reflects the UPS population’s true diversity.

Accessible learning: To accommodate diverse workplace conditions and to help employees become prepared to serve the citizens of Pinellas County, HR has set up over a dozen learning opportunities outside of the usual business hours at various locations throughout the County.

Relationships in the community: To attract talented candidates representative of the community, HR developed relationships with colleges, trade schools and the Pinellas County School Board with a resulting increase in job fair recruitment and expansion of the internship program — essentially building interest in public service and constructing a talent pipeline.

The Employee Life Cycle

How HR is helping employees succeed

5 Steps

1. Attract: Also known as Talent Acquisition — perform outreach to attract qualified candidates; represent organization as a top-choice employer; also complete pre-employment screening.

2. Onboard: New employees are given orientation, information and an overall organization scan. At the department level, employees are given supervisor support, training and tools to perform work efficiently, along with culture integration.

3. Develop: This ongoing process involves performance management—feedback check ins, building a relationship, and developing opportunities.

4. Retain: Development continues and includes recognition, meaningful work, further learning opportunities, and succession planning.

5. Transition: Managed properly, this helps the employee maintain a strong brand and gain valuable feedback from exiting employees.

Meet Serena

Position: Office support
Age: 20s
Tenure: 1 year, just beginning her career
Education level: Associates degree
Future focus: uncertain
Social: likes knowing what’s going on in the County and feeling connected
Priorities: living independently, doing a good job, having fun with her friends
Needs from department: weekly coaching and direction from supervisor; financial reward
HR offers: rewards program; social media and newsletters; learning opportunities; YouDecide discount; health benefits

Meet Ed

Position: Management
Age: 12 to 65s
Tenure: 30 years
Education level: Masters degree
Future focus: succession planning; mentoring
Social: retirement plan in place
Priorities: leaving department in good shape; retirement
Needs from department: an opportunity to leave a legacy
HR offers: health benefits; deferred compensation; Supervisor and Manager Boot Camp Refresher, retirement

Meet Jerry

Position: enforcement
Age: 40s
Tenure: 12 years
Education level: High school, some college
Future focus: leadership opportunities; increased salary; work/life balance
Social: married, 3 kids, coaches little league
Priorities: funding kids’ college education and retirement
Needs from department: to be professionally challenged; professional growth
What HR offers: learning opportunities; tuition reimbursement; deferred compensation; health benefits; wellness program
HR 2019: Outreach
To cultivate prepared and engaged employees, we’re keeping the conversations going and opening new avenues for feedback and suggestions. In addition to existing surveys we use, during 2019, we initiated UPS-wide surveys to check employees’ pulse:

- HR Customer Satisfaction Survey
- Employee Onboarding Survey given to newly hired employees
- Volunteer & Intern Onboarding Surveys given to new volunteers and interns
- Stay Interview Survey given to employees of varying tenure asking about work environment and culture
- Learning Survey asking employee preferences for learning opportunities
- Employee Communication Survey asking employees their communications preferences

Employee Communications Survey:
Over 1,000 employees participated in this survey which gave us insight into our employees’ communication preferences. As a result, we increased communication efforts through development of supervisor toolkits as well as distribution of both print and digital posters to educate, inform and engage employees. Following these efforts, participation in the Employee Voice Survey and in Annual Enrollment increased substantially.

Enhanced digital presence:
To attract diverse and talented candidates, our social media presence was enhanced. LinkedIn alone generated over 3,200 additional followers and had over 14,000 unique views.

Career fairs:
HR developed unique branding, set up at over 30 career and community fairs and talked to over 700 possible applicants in the Tampa Bay area to attract new candidates; department supervisors and subject matter experts also came along to promote Pinellas County as a great place to work.

Internal promotion opportunities:
HR emailed internal career opportunities on a weekly basis to all UPS employees. Views per week average over 1,000.

HR comes to you any time, any place:
- HR staff attends meetings at your locations, including department supervisors and subject matter experts
- HR Director visited EAC representatives at their workplace.
- HR Director conducted a Listening Tour around the County to answer questions about the Classification & Compensation Study.
- HR staff held 14 informational meetings at worksites and 2 webinars for Annual Enrollment.

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Employees have asked for more information to help them understand their benefits. HR expanded upon prior successes and initiated new tactics.

We educated employees on what self-insured means and how their choices affect the bottom line so that they could:
- Understand their benefit plans
- Appreciate the full cost of benefits
- Be good stewards of benefit funds and budget
- Effectively use benefits to protect their health and family members’ health

We offered strong support systems such as:
- Custom Care Management Unit (CCMU) for members with chronic conditions
- Real Appeal – 44% achieved a weight loss of 3% or more
- Wellness Programs – offer incentives for participation in challenges and wellness series; coordinate preventive health screenings
- Wellness Champions – employees who volunteer to promote wellness in their workplace
- UnitedHealthcare Nurse Liaison – Connects employees with UHC resources; assisted 1,851 employees, spouses, dependents and retirees in 2019

Results
- CCMU utilization was up 22%
- Preventive care/biometric screenings up 41% in the last 5 years
- Tobacco use decrease
- Virtual visits usage trending up by 11% based on 2019 quarterly reports
- Increases in Health Savings Account (HSA) enrollment, weight loss, premium provider usage (quality and cost-efficient providers)

There was no health care premium increase in 2019 because of good employee decisions and strong support systems.

Annual Enrollment – Sent over 30 notifications to inform employees using blast emails, onsite meetings, webinars, posters, Two-Minute Tuesday videos, a supervisor tool kit, and items in The Pen and To Your Health newsletters.

Result: A 96% completion rate—the highest ever—within the 2-week Annual Enrollment period (3,003 out of 3,120 employees).

The 4-week wellness series “The Power of Sleep” was rated excellent or good by 95% of participants. 87% changed at least one habit as a result of the class.

Sometimes it takes a neutral party to share their perspective of a situation to open a line of communication which in turn creates an opportunity for growth and development for all parties. Human Resources provides mediation services that work!

The 4-week wellness series exceeded my expectations. I actually learned new things and have changed my behavior as a result.

The Wellness Program focuses on supporting and improving employee well-being through a variety of programs and activities which address health improvement, social and emotional well-being.

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The OD Hub created a multi-disciplinary organizational development (OD) hub to facilitate growth and transformation and help our customers manage change and challenges.

We assess and respond to OD challenges by bringing stakeholders together and developing customized approaches toward improvement with a broad array of tools including mediation, process improvement, strategic prioritization, and root cause determination for implementing strategies.

The Power of Sleep

Results
- 95% overall satisfaction
- Employee Relations staff worked with employees and supervisors to resolve conflicts and improve processes. When surveyed, 98.8% of participants said they were treated with dignity and respect.

The HR Wellness Program was able to replace all cardio and weight equipment in the Clearwater Wellness Center.

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HR: Three Years of Progress

**2017**

- Developed Pinellas County Human Resources Department's Vision, Mission and Values to guide the HR staff in how we approach our work.
- Launched Classification and Compensation Study to enhance market competitiveness of UPS positions; Job Assessment Tool (JAT) completion rate of 91%.
- Introduced concept of a learning culture to Unified Personnel System employees.
- Promoted HR Business Partner concept.
- Workforce Pipeline: Promoted a workforce that reflects the diversity of the Pinellas County community, demographic data indicated a need to enhance recruitment with Gen Y, Hispanic and Asian populations; worked with managers to facilitate a welcoming and inclusive environment.
- Conducted Employee Voice Survey with a completion rate of 74%; showed increased satisfaction trends in pride, camaraderie, respect, credibility and fairness.
- Reinstituted Total Compensation statement mailing to all employees.

**2018**

- Adopted Vision, Mission and Values.
- Completed Phase I of the Classification and Compensation Study including assessment and market comparison; new classification system and pay plan approved by Unified Personnel Board.
- Developed foundation and relationships; met with all Business Partners across UPS to evaluate effectiveness and make plans for future strategic partnering.
- As a follow up to the 2017 survey, HR offered customized feedback for decision-making.
- Conducted a successful UPS-wide Benefits Satisfaction Survey to get feedback from employees regarding the total portfolio of benefits offered; Total Rewards Center of Excellence was established to holistically address employee need in the areas of Pay/Class, Benefits and Wellness by working together daily and sharing feedback for decision-making.

**2019**

- Assessed UPS-wide customer satisfaction with HR; achieved 84% satisfaction rate.
- Implemented Phase II of the Classification and Compensation Study; worked with Appointing Authorities to establish new Exempt classifications; concluded partnership with vendor.
- Designed and implemented a simplified application process for external candidates; intensified recruitment efforts for difficult to fill positions.
- Completed Phase II of the Classification and Compensation Study; worked with Appointing Authorities to establish new Exempt classifications; concluded partnership with vendor.
- Worked with Appointing Authorities and the Employees’ Advisory Council on developing an Employee Value Proposition (EVP) for the UPS, with focus on cash compensation, benefits and rewards; performance management tied into EVP with Appointing Authorities; launched Benefits Education Campaign.

**Looking Ahead**

- Learn and apply Florida Sterling Council Criteria for Performance Excellence to promote customer service excellence, assess practices, and identify opportunities for improvement; incorporate analytics into short- and long-term outcomes.
- Continue to evaluate recommendations from Evergreen Solutions regarding career growth and staff development; examine internal equity issues (individual pay levels and rank compression).
- Provide customized and accessible learning opportunities that align with strategic needs of the organization; reinforce culture of learning among all employees.
- Enhance decision support services for Appointing Authorities through more robust dashboards, key performance indicators and other workforce reports; continued process improvements; develop solution partner behaviors for HR staff.
- Assist Appointing Authorities and departments with identifying and implementing strategies informed by the 2019 Employee Voice Survey findings; customize input to heighten overall employee engagement.
- Prepare UPS for possible merit pay program; expand supervisor development in conducting meaningful performance assessments which align with strategic goals; introduce holistic wellness — emotional, mental, physical, social — for well-being.
As of 12/31/2019. Excluded: elected officials, casual and contingent staff.

Appointing Authority Encumbered (Filled) Positions
Business Technology Services 139
Clerk of the Circuit Court 504
County Administrator 1,959
County Attorney 33
County Commissioners 7
Forward Pinellas 17
Human Resources 37
Office of Human Rights 10
Property Appraiser 125
Supervisor of Elections 40
Tax Collector 251
Total 3,122

Equal Employment Opportunity (EEO) Job Categories* % by EEO category
Professionals 22.1%
Administrative support (including clerical and sales) 18.5%
Technicians 18.4%
Paraprofessionals 11.9%
Officials and administrators 11.2%
Skilled craft workers 10.5%
Protective service workers 4.2%
Service/maintenance 3.2%
Unspecified 0.3%

Race/Ethnicity UPS 2019 UPS 2018 PC Census 2018*
White (Not Hispanic or Latino) 75.7% 77.1% 73.7%
Black or African American (Not Hispanic or Latino) 14.6% 15.6% 9.9%
Hispanic or Latino 5.7% 4.8% 10%
Asian (Not Hispanic or Latino) 2.1% 2.0% 3.3%
American Indian or Alaska Native (Not Hispanic or Latino) 0.3% 0.2% 0.2%
Hawaiian or Other Pacific Islander (Not Hispanic or Latino) 0.1% 0.1% 0.1%
Two or More Races (Not Hispanic or Latino) 0.6% 0.2% 2.7%
Not Specified 0.9% 0.1%

* Includes resignations, terminations, and retirements.

The average turnover rate for state and local government jobs was 19.2% in 2018. - U. S. Bureau of Labor Statistics

NEW

Diversity is 

- Inclusive
- About empowering people
- About capitalizing on all the strengths of each employee
- Not one size fits all

- An ongoing conversation
- Welcoming others
- A reality in our workplace
- Valuing differences

Tapping into and appreciating diversity in the workplace:
- Improves productivity
- Helps retain top performers
- Improves morale
- Makes us stronger as a team

UPS Staff Turnover Percentage 2019*

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>10.5%</td>
<td>10.5%</td>
<td>11.3%</td>
<td>11.7%</td>
<td>10.5%</td>
<td>9.0%</td>
<td>11.4%</td>
<td>11.5%</td>
<td>10.9%</td>
<td>11.2%</td>
</tr>
</tbody>
</table>

As of 12/31/2019. Excluded: elected officials, casual and contingent staff.

NEW

Equal Employment Opportunity (EEO) Job Categories* % by EEO category
Professionals 22.1%
Administrative support (including clerical and sales) 18.5%
Technicians 18.4%
Paraprofessionals 11.9%
Officials and administrators 11.2%
Skilled craft workers 10.5%
Protective service workers 4.2%
Service/maintenance 3.2%
Unspecified 0.3%

* These are EEOC defined Job Categories. Find descriptions at the U.S. Equal Employment Opportunity Commission.
Human Resources Organization Chart

**Unified Personnel System Board**

- Holly J. Schoenherr
  - Director
- Peggy Selander
  - Senior Executive Assistant

**Human Resources**

**ORGANIZATIONAL & TALENT DEVELOPMENT**

- Audrey Savvas
  - HR Officer

**TOTAL REWARDS**

- Kelly Faircloth
  - HR Consultant
- Ralph Reid
  - HR Analyst

**PLANNING & PERFORMANCE**

- Jack Loring
  - HR Officer

**COMMUNICATIONS & OUTREACH**

- Cantrice Harmon
  - HR Technician

**WORKFORCE STRATEGY**

- Mike Pryor
  - Total Rewards Office Specialist 2

**HRS & RECORDS ADMINISTRATION**

- Mike Pyer
  - Total Rewards Office Specialist 2

**HUMAN RESOURCES**

- Karen Davis
  - Manager, Oracle eBusiness Suite

**OUR PARTNERS**

I’ve seen my employee mature as she has gone through the classes in the Learning Path. Her maturity through the process has improved in the way she interacts with our customers and the way she represents our department. She has stepped outside her comfort zone and has become proficient with skills that have improved her communication and presentation skills. This Path will certainly help lead her to success in the pursuit of a leadership position.

-Karen Davis
Manager, Oracle eBusiness Suite

Volunteer Services has many resources online that are very easy to access. I don’t know what I would do without all the resources and support from Pinellas County Volunteer Services!

-Alyssa Bowers, UF/IFAS Extension

Pinellas County Government has been a critical partner in ensuring work-based learning opportunities for our students. More than 12 different departments opened their doors to provide internships for our scholars. In addition, Pinellas County Government employees have contributed many hours towards leadership training and career-readiness skills for our youth.

-Mariana Leskie
Career, Technical and Adult Education Pinellas County Schools

My intern’s experience working in this structured professional environment was just what he wanted to gain ‘real-time’ analytical sample testing experience.

-Steve Soltau
Section Manager, Utilities Maintenance

1/12/23
Dr. Ricardo Davis, Chair
Personnel Board Appointee

Joan M. Vecchioli
Vice-Chair
Elected Officials Appointee

Jeffery Kronschnabl
Board of County Commissioners Appointee

Peggy O’Shea
Elected Officials Appointee

Kenneth Peluso
Board of County Commissioners Appointee

Paul Rogers
Employees’ Advisory Council Appointee

William A. Schulz II
Employees’ Advisory Council Appointee

As of December 31, 2019.

UNIFIED PERSONNEL SYSTEM

Pinellas County’s Unified Personnel System (UPS) was established in 1975 by a special act of the Florida Legislature. The Unified Personnel System is composed of 10 different members or “Appointing Authorities.”

UPS BOARD MEMBERS

UNIFIED PERSONNEL SYSTEM

APPOINTING AUTHORITIES

The Appointing Authorities are:

- Business Technology Services
- Clerk of the Circuit Court and Comptroller
- County Administrator
- County Attorney
- Forward Pinellas
- Human Resources
- Human Rights
- Property Appraiser
- Supervisor of Elections
- Tax Collector

Holly Schoenher
Director
Human Resources

Paul Valenti
Director
Office of Human Rights

Mike Twitty
Property Appraiser

Deborah Clark
Supervisor of Elections

Charles Thomas
Tax Collector

Jeff Rohrs
Chief Information Officer
Business Technology Services

Ken Burke
Clerk of the Circuit Court and Comptroller

Barry Burton
County Administrator
Board of County Commissioners

Jewel White
County Attorney

Will Blanton
Executive Director
Forward Pinellas

Peggy O’Shea
Elected Officials Appointee

Joan M. Vecchioli
Vice-Chair
Elected Officials Appointee

Jeffery Kronschnabl
Board of County Commissioners Appointee

Kenneth Peluso
Board of County Commissioners Appointee

Paul Rogers
Employees’ Advisory Council Appointee

William A. Schulz II
Employees’ Advisory Council Appointee

As of December 31, 2019.
## Strategic Performance Indicators

All Performance Indicators with a 2019 Actual of “Establish baseline” will be reported in 2020.

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>2018 Actual</th>
<th>2019 Goal</th>
<th>2019 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness of rewards and recognition</td>
<td>Establish baseline</td>
<td>90%</td>
<td>Establish baseline</td>
</tr>
<tr>
<td>Disciplinary actions impacting positive change of behavior – percent of respondents</td>
<td>96%</td>
<td>90%</td>
<td>95%</td>
</tr>
<tr>
<td>All learning and development opportunities – attendees able to apply learning in work setting</td>
<td>Establish baseline</td>
<td>85%</td>
<td>93%</td>
</tr>
<tr>
<td>Grievances resulting in resolution – percent of respondents</td>
<td>Establish baseline</td>
<td>80%</td>
<td>70%</td>
</tr>
<tr>
<td>Investigations resulting in solution – percent of respondents</td>
<td>Establish baseline</td>
<td>90%</td>
<td>89.88%</td>
</tr>
<tr>
<td>Exit interviews completed – percent of number exiting</td>
<td>Establish baseline</td>
<td>10%</td>
<td>50%</td>
</tr>
<tr>
<td>Retention of new hires within the first year – percent</td>
<td>Establish baseline</td>
<td>80%</td>
<td>70%</td>
</tr>
<tr>
<td>Successful recruitments – percent satisfactory</td>
<td>Establish baseline</td>
<td>90%</td>
<td>89.88%</td>
</tr>
<tr>
<td>Internal promotions (open positions – percent promoted</td>
<td>Establish baseline</td>
<td>50%</td>
<td>40.4%</td>
</tr>
<tr>
<td>Number of hours served by attendees</td>
<td>203,358</td>
<td>210,000</td>
<td>182,909</td>
</tr>
<tr>
<td>Number of hours served by interns (volunteers)</td>
<td>6,011</td>
<td>8,500</td>
<td>5,714</td>
</tr>
<tr>
<td>Number of volunteers</td>
<td>98.78%</td>
<td>98.80%</td>
<td>99.1%</td>
</tr>
<tr>
<td>Health benefits payments per employee (employer paid health and dental)</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Percent employees believe receive competitive benefits overall (vacation, sick leave, healthcare, retirement plan, etc.)</td>
<td>Establish baseline</td>
<td>80%</td>
<td>85%</td>
</tr>
<tr>
<td>Wellness Program participation (active employees/couple) – number of attendees</td>
<td>2,300</td>
<td>2,400</td>
<td>3,127</td>
</tr>
<tr>
<td>Annual HR Employee Service Satisfaction Survey – for service in each Center of Excellence (all employees) – percent positive rating</td>
<td>Establish baseline</td>
<td>80%</td>
<td>84%</td>
</tr>
<tr>
<td>Policy review completed – initial response</td>
<td>2 business days</td>
<td>1 bus. day</td>
<td>1 business day</td>
</tr>
<tr>
<td>IDPs established for HR employees – percent</td>
<td>For 2019</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>HR process map timeline completed – percent</td>
<td>100%</td>
<td>100%</td>
<td>50%</td>
</tr>
<tr>
<td>HR core competencies established and utilized for performance management</td>
<td>For 2019</td>
<td>100%</td>
<td>Established</td>
</tr>
<tr>
<td>HR leadership Team 360 feedback completed and integrated into performance goals</td>
<td>For 2019</td>
<td>100%</td>
<td>2020</td>
</tr>
<tr>
<td>Develop HR employees for knowledge needs in department – percent</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>HR budget performance – within forecast</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Contract renewals within timelines – percent</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Annual evaluation of contracts</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Analytics created to capture indicators</td>
<td>90%</td>
<td>100%</td>
<td>90%</td>
</tr>
</tbody>
</table>

1. Survey to be conducted in 2020 for further breakdown.
2. Overall satisfaction with Employee Relations’ response/handling of situations.
3. Changed from “Percent UPS employees satisfied with total compensation” to add established indicator from biennial Employee Voice Survey.