Integrating our vision, mission, and values into the way we do business.
Contents

Vision, Mission and Values ................................................................. 1
Unified Personnel Board ................................................................. 1
Message from the Director ............................................................. 2
Meaning of the Mission ................................................................. 4
  Diverse .................................................................................. 4
  Talented ............................................................................... 5
  Engaged ............................................................................. 6
  Prepared to Serve ................................................................. 8
Centers of Excellence ................................................................. 10
Looking Ahead ........................................................................ 12
Demographics ......................................................................... 13
Human Resources Organization Chart ..................................... 16
Human Resources Contacts ..................................................... 17
Appointing Authorities ............................................................. 18
The Unified Personnel Board was established in 1975 via the Pinellas County Unified Personnel System (UPS) Act enacted by the Florida Legislature.

The seven members of the Unified Personnel Board each serve a two-year term. Two of the board members are appointed by the Board of County Commissioners, two by Elected Officials, two by the Employees’ Advisory Council, and the seventh by the other six board members. The Director of Human Resources is appointed by and serves at the discretion of the Board.

The Board members are:

- **Dr. Ricardo Davis, Chair**
  Personnel Board Appointee

- **Ron Walker, Vice Chair**
  Elected Officials Appointee

- **James Dates**
  Board of County Commissioners Appointee

- **Keith C. Dekle**
  Employees’ Advisory Council Appointee

- **Louise Dolsay**
  Board of County Commissioners Appointee

- **William A. Schulz II**
  Employees’ Advisory Council Appointee

- **Joan M. Vecchioli**
  Elected Officials Appointee

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

**Mission Statement**
Cultivate a diverse, talented, and engaged workforce prepared to effectively serve the citizens of Pinellas County

**Values**
Earn a reputation as a trusted solution partner through every interaction by demonstrating:
- Credibility
- Fairness
- Respect
- Service
Message from the Director

I am excited to present the 2017 Pinellas County Human Resources Annual Report and hope that you will take time to review it and become familiar with the department’s many initiatives and accomplishments.

Since my appointment as Human Resources (HR) Director in July 2016, the HR Department has placed great attention on clarifying our purpose and values. It all started with a Special Act of the Florida Legislature in 1975 that created the Pinellas County Unified Personnel System (UPS), the Unified Personnel Board, and the Personnel Department. Our work continues to be grounded in the foundation and spirit of the Special Act which provides for consistent human resource policies across the Unified Personnel System.

In response to feedback from key stakeholders early in my tenure, we developed and adopted our vision, mission, values, and performance standards. The HR team consistently reflects on these important principles and has been identifying strategic goals around our four focus areas of cultivating (1) a diverse workforce, (2) a talented workforce, (3) an engaged workforce, and (4) a workforce prepared to effectively serve.

I am incredibly proud of the quality work that is consistently performed by the HR team. Some of our many accomplishments in 2017 include:

- In partnership with the Employees’ Advisory Council (EAC) and with approval of the Personnel Board, adopting a Respectful Workplace and Anti-Bullying Policy to reinforce the County’s commitment to a bullying-free workplace.
- In partnership with the EAC and with approval of the Personnel Board, enhancing employees’ ability to address unexpected life events.
- Creating the Workforce Connections Committee — a UPS-wide initiative to assess and develop opportunities to connect citizens with Pinellas County employment opportunities.
- Providing personalized Total Compensation Statements to each employee.
- Launching a comprehensive Classification and Compensation Study and partnering with the consultant, the Appointing Authorities, and employees to achieve high levels of participation and keep the project on schedule.
- Working with Appointing Authorities and employees to plan, implement, and report the results of the 2017 Employee Voice Survey.
- Serving the citizens of Pinellas County before, during, and after Hurricane Irma, with two-thirds of the HR team completing an emergency assignment.
Our values of credibility, respect, fairness, and service are grounded in elements to develop and maintain trust, which we believe is the foundation of a great workplace. We recognize that trust is developed and earned through relationships and interactions with people ... how we treat others not only in times of celebration but in times of hardship. Consistent with these values, we place great emphasis on continuously listening to employees and always seeking ways to increase the value that we provide.

We also recognize that success of the HR Department cannot be accomplished on our own. We rely on many partners to keep us focused on the highest standards of service. We are fortunate to have in place a caring and supportive Unified Personnel Board ... community members who serve to uphold the spirit of the Special Act and ensure that Pinellas County employees are treated fairly. In addition, I have felt privileged to work alongside my fellow Appointing Authorities and elected officials who continually put the needs of employees and citizens ahead of personal interests.

Thank you for your support and your interest in Pinellas County Human Resources. We look forward to more great things to come in 2018!

**Our Values**

**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
Mission: Cultivate a diverse, talented, and engaged workforce prepared to effectively serve the citizens of Pinellas County.

Diversity is key to enabling long-term success. We believe that a culture of respect and inclusiveness of everyone frees employees to perform to their maximum potential. Only by building teams of people with diverse backgrounds, education, skills, genders, ages, abilities, and experiences can we create sustainable value across Pinellas County Government.

Did you know ... ?
... in 2017, 412 people joined the UPS team.

Hiring
Human Resources staff formed the Workforce Connections Committee comprised of representatives from the Appointing Authorities we serve.

The Committee’s intent is to identify and build ongoing relationships with external organizations such as high schools, colleges, trade schools, and other community organizations in order to forge a workforce pipeline and fill vacancies with individuals who reflect the greater community of Pinellas County.

Retaining Employees
Human Resources staff partners with departments to develop best practices to help retain a diverse and inclusive workforce.

For example, since the release of the 2017 Employee Voice survey results, HR Business Partners have worked with Appointing Authorities and departments to address areas impacting employees and the organization.

HR Business Partners have conducted a number of focus groups and climate assessments. These in-person meetings have helped solicit ideas from employees at all levels to provide feedback on what is working well and what needs improvement in departments.

Total Compensation
Pinellas County provides a comprehensive approach to employee compensation that supports health and wellness, financial protection, personal development, and retirement benefits. HR’s Benefits and Wellness Center of Excellence mailed personalized Total Compensation Statements to each employee at their home in 2017. These statements show the true value of employees’ compensation. This is a rich and competitive package which positions Pinellas County well in the Tampa Bay Region.

What is a “Center of Excellence”?
In 2016, Human Resources restructured to align with the evolving needs of our customers. Rather than divisions or sections, “Center of Excellence” is the term we use for the areas of specialization within our department. See page 11 of this report for more detailed information.
To cultivate a talented workforce equipped and invested in making a difference in our community, we believe in a learning culture where we help employees unleash their potential through support and evolving learning methods.

**From Training to Learning**

HR staff has embraced the “always on” nature of learning by offering diverse learning methods, styles, and techniques for all employees with multi-generational appeal. Our professional development programs help ensure that employees build the right skills and competencies to help them succeed.

HR’s Organizational and Talent Development Center of Excellence offers a blended program with traditional instructor-led classes plus online modules including coursework, instructional videos, and digital books through ULearnIT powered by Skillsoft.

---

**Did you know ... ?**

... the 2017 Employee Voice Survey indicates 75% of UPS employees responded positively to the statement, “I have received recognition or praise for doing good work in the last quarter.”

**What is a “Learning Culture”?**

A learning culture is a set of organizational values, processes and practices that encourages individuals — and the organization as a whole — to increase knowledge, competence, and performance.
Engaged employees are more committed and consistently provide higher quality performance and services. We believe building trust, and listening to and honoring our customers’ and partners’ experience is the best way to meet our customers’ needs.

**Employee Survey**

HR contracted with consultant HCP Associates to conduct the 2017 Employee Voice Survey. With the support of the Appointing Authorities, multiple messages using varying media, and a commitment to participant anonymity, the Unified Personnel System participation rate was 74%.

The survey benchmarks from 2013 and 2015 and the responses from the 2017 Employee Voice Survey indicate solid improvement in several areas, including:

- Recognizing/rewarding high performing employees (51%, up from 27%)
- Dealing with low-performing employees (43%, up from 24%)
- Defining department objectives (67%, up from 49%)
- Applying discipline fairly (54%, up from 35%)

**Classification & Compensation Study**

HR contracted with consultant Evergreen Solutions on a Classification and Compensation Study, the first conducted for the UPS since 2004.

Partly a result of the 2015 Employee Survey and also a request of the Appointing Authorities, the purpose of the study is to determine if jobs are correctly classified, if pay levels are competitive with the labor market, and if the pay delivery system is fairly administered.

Employees responded enthusiastically with a 91% completion rate of the Job Assessment Tool (JAT).

The year-long study includes Pinellas County job analyses and market analyses. The report is anticipated in March of 2018.

Report recommendations will be reviewed by the Appointing Authorities and the best decisions for the UPS will be determined.

**Did you know ... ?**

- The UPS response rate to the 2017 Employee Voice Survey was 16% higher than the 2015 survey participation rate.
- 84% of employees reported overall job satisfaction in the Employee Voice Survey.
- That the average length of service for Pinellas County employees is 11.61 years compared to the national average of 7.7 years for local governments.
Mission: Cultivate a diverse, talented, and engaged workforce prepared to effectively serve the citizens of Pinellas County.


Human Resources is an active partner with our customers and the community at large, adjusting and rechanneling resources to meet needs.

Partners / Collaborators
- Appointing Authorities
- Business Partners Program
- City of Clearwater
- Employees’ Advisory Council (EAC)
- National Arts Program®
- Pinellas County School Board
- Pinellas County Training Consortium
- Pinellas Parler Toastmasters
- Pinellas Technical College (formerly known as PTEC)
- Universities and colleges
- Volunteer Site Coordinators
- Wellness Champions
- Workforce Connections Committee

Did you know … ?

... in 2017, HR’s Organizational and Talent Development Center of Excellence provided instructor-led training in personal or professional growth to 5,283 attendees.

... that 19 municipalities and quasi-government agencies are part of the Pinellas County Training Consortium, participating in training and sharing resources.

... participation in the 2017 Colors of Pinellas Employee Art Show reached an all time high with nearly 200 artists and 300 works by employees, volunteers and their family members.

Did you know … ?

... 89% of UPS employees are likely to recommend working for Pinellas County.
Mission: Cultivate a diverse, talented, and engaged workforce prepared to effectively serve the citizens of Pinellas County.

We believe that to prepare employees to effectively serve the citizens of Pinellas County, we must integrate learning throughout our workplace culture and advance our learning methods and tools. Simultaneously, the Wellness Program encourages improved overall health which helps reduce absences and increases morale and productivity. These investments build a workforce with the capability to meet current and future service delivery challenges.

**Employee Wellness**

The Wellness Program offers resources and support to help employees—and in some cases spouses—create wellness plans by choosing from a variety of activities to help achieve health goals.

Activities range from having an annual physical (for which participants earn rewards) to nutrition and fitness challenges, to chronic condition guidance.

Varying forms of communication are used including in-person and by telephone, and online via digital mediums such as computers, cell phones, and tablets.

**Leadership Capacity**

A high percentage of our employees are eligible to retire within the next five years. Recognizing the need to develop a leadership pipeline, in 2015 the LEAD Program was born. Twenty-three high potential employees completed the 24-month Leadership Enhancement and Development Program (LEAD) in 2017. This blended learning program concentrated on competency development to build leadership and management capacity in high potential employees. The program combined face-to-face workshops, coaching, learning partners, and project sponsor experts’ advice.

**Did you know ... ?**

... 249 people utilized ULearnIT to access online training and completed 127 courses in 421 hours — any time, any place, any path, any pace.

... instructor-led technical training was provided to 411 attendees.

... 75 newly hired or promoted supervisors and managers participated in the Supervisory and Management Competency Series.
Centers of Excellence

HR’s structure evolves to meet the service needs of our customers. Each of our Centers of Excellence (COE) contributes to all of the aspects of the Human Resources mission.

Integral to all of the COEs, HR Information Systems and Records Administration (HRIS) not only safeguards employee information, it leverages technology to produce essential analytics routinely and on demand for all of our customers.

Also essential, Communications and Outreach works with the COEs to provide straightforward messaging and transparency. For our customers, Communications and Outreach helps sustain a sense of community inside and outside our government structure.

Benefits and Wellness
- Health and Wellness
- Insurance
- Retirement

Communications and Outreach
- Communications
- Employee Rewards
- Volunteer Services

HRIS and Records Administration
- HR Analytics
- New Employee Processing
- Personnel Records

Organizational and Talent Development
- Leadership Development
- Learning Opportunities
- Organizational Culture

Planning and Performance
- Employee Relations
- HR Business Partners
- Strategic Planning

Workforce Strategy
- Classification
- Compensation
- Employment
Centers of Excellence - Selected Highlights

Service excellence is the hallmark of all our strategies, programs and day-to-day operations. We believe in listening and being receptive, in honoring our partners’, customers’, and coworkers’ experiences, and continually preparing employees and the organization as a whole to contribute to the greater good.

Benefits and Wellness

■ Planned and launched 2017 Annual Enrollment including a cross-functional collaboration to implement OPUS system changes necessary for go-live; and developed a communications campaign with educational/informational materials, delivered to employees and retirees using multi-prong approaches.

■ As of the end of the 2017 third quarter, 1,303 individuals completed incentivized wellness activities.

Communications and Outreach

■ Contributed to success of HR Centers of Excellence via multiple media including the website, newsletters, flyers, videos, and blast emails.

■ Volunteer Services forged relationships with community organizations, high schools, and universities to place volunteers and interns.

Planning and Performance

■ Addressed root causes surrounding talent management, employee relations and performance, and acted as a partner to collaborate and find solutions.

■ Served as a conduit between business units and Human Resources to provide more streamlined business specific solutions and services.

■ Provided training and guidance to supervisors and managers on performance management tools and resources.

■ Assisted in the progressive discipline process, ensuring accountability, consistency, and policy compliance.
Selected Highlights, continued

Organizational and Talent Development

- 114 employees completed 348 enrollments in classes at other learning venues around the County, and were reimbursed $158,573 under the Tuition Reimbursement Program.
- Partnering with Florida State University, 33 employees graduated from the Certified Public Manager program in 2017.

Workforce Strategy

- Facilitated 75 information sessions about the Job Assessment Tool (JAT) for the Classification and Compensation Study. A total of 1,286 employees participated.
- HR’s Classification and Compensation section collaborated with Airport and Safety and Emergency Services department managers to establish Market Driven Skills Supplement — a variable rate pay supplement for employees with critical skill sets in short supply within the market — for incumbents in nine classifications.

HRIS and Records Administration

- Helped streamline the employee onboarding process through document management and system integration.
- Developed reporting tools and dashboards for:
  - Oracle Business Intelligence (OBIEE) training
  - Talent acquisition software Taleo
Human Resources in 2018

**LOOKING AHEAD**

We will continue to:

- Collaborate with the Appointing Authorities and Employees’ Advisory Council (EAC) on initiatives to support the Unified Personnel System
- Provide custom counseling to active employees and retirees on health, wellness, and financial programs
- Offer professional development programs to help ensure that employees build the right skills and competencies to help them succeed
- Provide wellness initiatives to help employee’s improve and maintain good health
- Supply administrative support to the EAC for their meetings and annual elections
- Provide guidance to staff at all levels regarding Personnel Rules and Policies, departmental policies and practices, and training requests
- Augment education for employees throughout the lifecycle of employment

We will:

We will reinforce strategic priorities in Human Resources toward our mission of cultivating a diverse, talented, and engaged workforce prepared to effectively serve the citizens of Pinellas County.

Earning a trusted reputation means continued assessment of current processes across the department and consistently evaluating how we can best meet the changing needs of our existing and future stakeholders. The Human Resources Strategic Plan will allow us to measure progress towards key focus areas while developing a clearer line of sight for each HR employee towards the overall vision. This will help us all make informed decisions each day that make best use of resources.

Some of the areas of emphasis will be:

- Introduce new frameworks for leadership development
- Address recommendations of the Classification and Compensation Study
- Assist Appointing Authorities and departments in addressing findings from the 2017 Employee Voice Survey
- Enhance communication and educational efforts for all employees from all Human Resources Centers of Excellence
- Establish measures for strategic priorities, producing data for return on investment information for the impact of HR services
- Collaboratively provide solutions to address the 2017 Human Resources Employee Voice Survey results, and follow up to assess progress within our Centers of Excellence
## Service Type (Classified and Exempt) and Ethnicity

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Asian</th>
<th>Native American</th>
<th>Black</th>
<th>Hispanic or Latino*</th>
<th>White</th>
<th>Two or More</th>
<th>Hawaiian or other Pacific Islander</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified</td>
<td>30</td>
<td>5</td>
<td>415</td>
<td>116</td>
<td>1,802</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Exempt</td>
<td>25</td>
<td>2</td>
<td>58</td>
<td>19</td>
<td>537</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Totals</td>
<td>55</td>
<td>7</td>
<td>473</td>
<td>135</td>
<td>2,339</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>% of Total</td>
<td>1.8%</td>
<td>0.2%</td>
<td>15.7%</td>
<td>4.5%</td>
<td>77.4%</td>
<td>0.3%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

## Gender and Age Counts and Averages

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>109</td>
<td>118</td>
<td>227</td>
</tr>
<tr>
<td>30 - 39</td>
<td>246</td>
<td>248</td>
<td>494</td>
</tr>
<tr>
<td>40 - 49</td>
<td>377</td>
<td>321</td>
<td>698</td>
</tr>
<tr>
<td>50 - 59</td>
<td>548</td>
<td>556</td>
<td>1,104</td>
</tr>
<tr>
<td>60 &amp; Over</td>
<td>251</td>
<td>246</td>
<td>497</td>
</tr>
<tr>
<td>Totals</td>
<td>1,531</td>
<td>1,489</td>
<td>3,020</td>
</tr>
<tr>
<td>Average Age</td>
<td>48.47</td>
<td>48.37</td>
<td>48.42</td>
</tr>
</tbody>
</table>

### Did you know ... ?

... in 2017 the Benefits and Wellness Center of Excellence handled 10,835 transactions. These included employee and retiree annual enrollment, new hires, retirements, and other events and changes.

... Volunteer Services collaborated with UPS partners to attract and/or retain 1,601 volunteers who contributed 218,199 hours of service, valued at a $5,267,334 savings to the taxpayer. This includes 33 interns who contributed 4,140 hours of service in 2017.

... there were 17,425 views of the Benefits Annual Enrollment web materials in 2017, including six videos.

<table>
<thead>
<tr>
<th>Appointing Authority</th>
<th>Encumbered (Filled) Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Technology Services</td>
<td>146</td>
</tr>
<tr>
<td>Clerk of the Circuit Court</td>
<td>499</td>
</tr>
<tr>
<td>Construction Licensing Board</td>
<td>7</td>
</tr>
<tr>
<td>County Administrator</td>
<td>1,843</td>
</tr>
<tr>
<td>County Attorney</td>
<td>33</td>
</tr>
<tr>
<td>County Commissioners</td>
<td>7</td>
</tr>
<tr>
<td>Human Resources</td>
<td>38</td>
</tr>
<tr>
<td>Office of Human Rights</td>
<td>10</td>
</tr>
<tr>
<td>Forward Pinellas</td>
<td>18</td>
</tr>
<tr>
<td>Property Appraiser</td>
<td>125</td>
</tr>
<tr>
<td>Supervisor of Elections</td>
<td>37</td>
</tr>
<tr>
<td>Tax Collector</td>
<td>257</td>
</tr>
<tr>
<td>Total</td>
<td>3,020</td>
</tr>
</tbody>
</table>
Did you know ... ?

... the Workforce Strategy Center of Excellence conducted 401 recruitments in 2017.

... at the end of 2017, 408 employees had 25+ years of service and 169 had more than 30 years.

... 484 employees — or 16% of the UPS workforce — are eligible to retire now.
### UPS Staff Turnover Percentage

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>12.9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td>7.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>10.2%</td>
<td>10.5%</td>
<td>11.3%</td>
<td>11.7%</td>
<td>10.5%</td>
<td>9.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Staff Turnover Comparisons

- **Pinellas County**
- **Federal**
- **State/local government excluding education U.S.**
- **Southern region of U.S.**
- **Private industry total U.S.**

- **2012**
- **2013**
- **2014**
- **2015**
- **2016**
- **2017**
## CONTACTS

**Pinellas County Human Resources**

400 S. Fort Harrison Avenue  
Clearwater, FL 33756-5113  
(727) 464-3367 (main)  
www.pinellascounty.org/hr

<table>
<thead>
<tr>
<th>Administration</th>
<th>464-4028</th>
<th><a href="mailto:humanresources@pinellascounty.org">humanresources@pinellascounty.org</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Director’s Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits and Wellness</td>
<td>464-4570</td>
<td><a href="mailto:employee.benefits@pinellascounty.org">employee.benefits@pinellascounty.org</a></td>
</tr>
<tr>
<td>Benefits</td>
<td>464-4049</td>
<td><a href="mailto:wellness@pinellascounty.org">wellness@pinellascounty.org</a></td>
</tr>
<tr>
<td>Wellness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications and Outreach</td>
<td>464-3367</td>
<td><a href="mailto:employee.communications@pinellascounty.org">employee.communications@pinellascounty.org</a></td>
</tr>
<tr>
<td>Employee Communications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteer Services</td>
<td>464-8477</td>
<td><a href="mailto:volunteers@pinellascounty.org">volunteers@pinellascounty.org</a></td>
</tr>
<tr>
<td>HRIS and Records Administration</td>
<td>464-3367</td>
<td><a href="mailto:humanresources@pinellascounty.org">humanresources@pinellascounty.org</a></td>
</tr>
<tr>
<td>Organizational and Talent Development</td>
<td>464-3796</td>
<td><a href="mailto:training@pinellascounty.org">training@pinellascounty.org</a></td>
</tr>
<tr>
<td>Planning and Performance</td>
<td>464-3506</td>
<td><a href="mailto:employee.relations@pinellascounty.org">employee.relations@pinellascounty.org</a></td>
</tr>
<tr>
<td>Employee Relations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workforce Strategy</td>
<td>464-3367</td>
<td><a href="mailto:pay.class@pinellascounty.org">pay.class@pinellascounty.org</a></td>
</tr>
<tr>
<td>Classification and Compensation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>464-3367</td>
<td><a href="mailto:jobs@pinellascounty.org">jobs@pinellascounty.org</a></td>
</tr>
<tr>
<td>Employment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Not sure who to contact? Email AskHR@pinellascounty.org.*
Whit Blanton
Executive Director
Forward Pinellas

Ken Burke
Clerk of the Circuit Court and Comptroller

Deborah Clark
Supervisor of Elections

Gay Lancaster
Interim Executive Director
Construction Licensing Board

Jeff Rohrs
Interim Chief Information Officer
Business Technology Services

Holly Schoenherr
Director
Human Resources

Charles W. Thomas
Tax Collector

Mike Twitty
Property Appraiser

Paul Valenti
Director
Office of Human Rights

Jewel White
County Attorney

Mark S. Woodard
County Administrator
Board of County Commissioners