Strategic Plan

2018 – 2020

Positioning Pinellas County Government as a top-choice employer in the Tampa Bay region.
# Table of Contents

Message from the Director ..................................................... 3

Human Resources
  Who We Are ................................................................... 4
  Who We Serve .................................................................. 5

Foundation of the Strategic Plan ........................................... 6

The Planning Process .............................................................. 7

The Strategic Focus Areas
  Overview ........................................................................ 8
  Strategies, Initiatives, Indicators ........................................ 9
  Performance Indicators ...................................................... 20

Preparing Human Resources for the Future ....................... 22

Appendices ............................................................................ 23
  The Unified Personnel System ......................................... 23
  Human Resources Centers of Excellence ......................... 25

Acknowledgments .................................................................. 27
When I interact with leaders and employees across the Unified Personnel System (UPS) and ask them what they perceive as the purpose of Human Resources (HR) and what they need from HR, I hear a variety of responses. As a service organization to 10 other unique appointing authorities that make up the UPS, Human Resources is often challenged with staying focused on our mission while responding positively to the requests and interests of all whom we serve.

The purpose of this 2018-2020 Strategic Plan is to provide the HR team with a road map to guide us toward realizing our vision of positioning Pinellas County Government as a top-choice employer in the Tampa Bay region. It is to help keep us focused when confronted with an array of demands for our attention. The Strategic Plan is also an important communication tool for our stakeholders … this is what you should expect from your HR department. This is our service compact.

**A Fundamental Influence**

The desired outcome of any government organization is to protect and enhance the quality of life of its citizens, and the services provided to respective constituents, at every level of government, are largely driven by the people employed by public sector organizations. Employees who are skilled at what they do, who are committed to the public good, and who act in an innovative, ethical and responsible manner create efficient, effective, and responsible government. Because the business of HR revolves around human capital resource management, HR professionals have the opportunity to help fundamentally influence and shape organizational outcomes.

The four focus areas of our Strategic Plan — Diverse Workforce; Talented Workforce; Engaged Workforce; and Prepared to Serve — are linked to our mission to “ Cultivate a diverse, talented and engaged workforce prepared to effectively serve the citizens of Pinellas County.” The UPS is already made up of individuals with unique backgrounds and perspectives, and it is expected that over the next several years we will have the opportunity to further enhance the diversity of our workforce.

Similarly, the nature of work performed across the UPS is constantly changing to adjust to new regulations and new technologies; and to keep up we will need individuals with the right talent to ensure organizational success.

Why cultivate an engaged workforce? Engaged employees find personal meaning and pride in their work and are therefore more likely to expend discretionary effort to ensure the success of their colleagues and their organization. Employee engagement is directly linked to organizational success.

Finally, it is not sufficient to have in place diverse, talented, and engaged team members. To provide the highest standards of public service, we must all work together to ensure each member of the Unified Personnel System is prepared to effectively serve the citizens of this great County.

“If you don’t know where you’re going, any road will get you there.”

~ Lewis Carroll
Human Resources (HR) provides strategic and administrative support for the Unified Personnel System. Our driving motivation is to become a trusted solution partner for every member of the Unified Personnel System. In addition, the HR team is committed to cultivating a diverse, talented, and engaged workforce prepared to serve the citizens of Pinellas County.

Centers of Excellence

HR’s structure is evolving 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. 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.

In addition to Administration, Human Resources is organized into six Centers of Excellence:

- **Communications and Outreach** *(Website, Publications, Volunteer Services)*
- **Human Resources Information System (HRIS) and Records Administration** *(Personnel Records, New Employee Processing, HR Analytics)*
- **Organizational and Talent Development** *(Learning Opportunities, Leadership Development)*
- **Planning and Performance** *(Employee Relations, HR Business Partners, Strategic Planning)*
- **Total Rewards** *(Benefits, Wellness, Classification and Compensation)*
- **Workforce Strategy** *(Employment, Talent Acquisition Strategy)*

**Administration** provides guidance and manages rules and policies, the department budget, and public records requests; provides Personnel Board support, grievance administration, and purchasing.

The **Leadership Team** is comprised of the Director, the Managers and Officers of the Centers of Excellence, and the Business Partners.

See [Appendix 2 on page 25](#) for further details.
At the close of 2017, the UPS had 3,025 employees (2,371 classified and 654 exempt) which are distributed into more than 600 job classifications. See Appendix 1 on page 23 for further details.
Our vision, mission and core values provide the foundation for the development of the priority areas.

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

**Mission**
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**
- 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
Pinellas County Human Resources began this strategic planning process in 2016 after the appointment of Holly Schoenherr, Ph.D. as the Human Resources Director.

The first six months were spent assessing the environment. As is typical in a SWOT analysis, the Strengths, Weaknesses, Opportunities and Threats were evaluated. This is an ongoing process for thinking strategically, not a “one and done” concept.

In the calendar year 2017, all Human Resources employees participated in a collaborative processes to establish the Vision, Mission and Values of the department. Input from all stakeholders was used to inform the collective effort, in order to create a firm foundation upon which to build the plan.

As Human Resources staff was formulating the body of the plan, more extensive work went into articulating and living the organizational values. HR’s strategic planning has included addressing the perspectives of all HR employees so that they can better meet the needs of the organization. The importance of “walking the talk” in order to create organizational trust, has been a focal point for building a solid platform leading up to the kick-off for the Human Resources Strategic Plan. Shoring up day-to-day services, as well as emphasizing key strategic areas in all COEs has become a focus for each staff member.

The HR organization was aligned through establishing Centers of Excellence, and in positioning them effectively for synergy in carrying out actions to meet the overall organizational priorities.

After additional feedback was received through the UPS-wide 2017 Employee Voice Survey, face-to-face meetings, focus group feedback, and the HR Director’s performance review in 2018, the final HR Strategic Plan took shape to bridge the distance between the current state and the overall vision for Pinellas County Human Resources and service to its customers.

In the fall of 2017, Strategic Focus Areas were established collectively among HR staff in large group settings. At the start, subgroups were formed for each of the four priority areas (diverse, talented, engaged, prepared to serve) to establish Strategic Focus Areas (i.e. goals), Initiatives (i.e. strategies), and Performance Indicators (i.e. measures) for the 2018-2020 HR Strategic Plan. Performance Indicators have been selected to measure progress toward Strategic Focus Areas over the next three years.

The plan was finalized in May 2018. Performance indicators will be reported as part of the annual report (with quarterly reports). Adjustments to the plan will be made accordingly, in response performance indicators and stakeholder feedback.
<table>
<thead>
<tr>
<th>Strategic Focus Areas</th>
<th>Initiatives</th>
</tr>
</thead>
</table>
| **1. Diverse Workforce:** Diverse and Inclusive Culture | 1:1 Facilitate diversity in recruitment, retention and promotional opportunities  
1:2 Integrate inclusion into all HR policies and practices  
1:3 Promote the benefits of a diverse and inclusive culture |
| **2. Talented Workforce:** Learning Culture; Innovation and Creativity | 2:1 Attract and hire a diverse, talented and engaged workforce  
2:2 Develop a diverse, talented and engaged workforce to meet the needs of our citizens/customers |
| **3. Engaged Workforce:** Positive and Engaging Work Environment | 3:1 Foster an environment where employees and volunteers feel valued  
3:2 Encourage employees to seek opportunities for continuous improvement  
3:3 Cultivate an atmosphere in HR that embraces open communication and generates trust |
| **4. Prepared to Effectively Serve:** Service Excellence; Health and Wellness | 4:1 Cultivate employee success and well-being by implementing an effective employee lifecycle experience (from hire through retire)  
4:2 Deliver effective and efficient customer experiences by awareness and understanding of the needs of our citizens and partners  
4:3 Provide valuable communications for greater transparency and consistency |
The Strategic Focus Areas (SFAs) will remain consistent throughout the three-year plan. Annually, the Initiatives will be revisited to determine the best way to meet the priorities of the plan. An annual report will be produced to provide an update on the progress of the plan, with indicators signifying movement in measurable areas.

All of the initiatives furthering the strategic focus areas are integrated into the foundational responsibilities for the Centers of Excellence under Appendix 2, page 25. The primary responsibility for each initiative is indicated in parenthesis:

- C - Communications and Outreach
- HRIS - Human Resources Information Systems and Records Administration
- LT - Leadership Team
- OTD - Organizational and Talent Development
- PP - Planning and Performance
- TR - Total Rewards
- WS - Workforce Strategy

1. **Diverse Workforce: Diverse and Inclusive Culture**

   Foster a diverse and inclusive culture to attract and retain a quality workforce

   - **1:1 Facilitate diversity in recruitment, retention and promotional opportunities**
     - (a) Capture and review diversity analytics, partnering with the Office of Human Rights (PP)
     - (b) Increase community outreach in targeted demographic areas (WS)
     - (c) Increase multicultural print and social media presence and break through language barriers (WS) (C)
     - (d) Attract diverse applicants through varied advertising efforts (WS)
     - (e) Form diversity advocates throughout the UPS, form and support Diversity and Inclusion Work Group; provide development to the group (OTD)

   - **1:1**
     - The effectiveness of rewards and recognition (establish baseline) (C)
     - Number of overall days positions were vacant due to each part of hiring process (establish baseline) (WS)
     - Retention of new hires within the first year (WS)
S**trategic Focus Areas - Strategies, Initiatives, Indicators**
- continued

C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy

1. Diverse Workforce: Diverse and Inclusive Culture - continued
   Foster a diverse and inclusive culture to attract and retain a quality workforce

### Initiatives

1.2 **Integrate inclusion into all HR policies and practices**
   (a) Form an HR policy review committee from HR staff representing all COEs to evaluate HR policies on a bi-annual and needed change basis (PP)
   (b) Review HR policies and practices and revise for alignment with diversity initiatives (PP)
   (c) Develop HR staff in emotional intelligence and cultural competence (OTD)
   (d) Improve exit interview process to capture information before the employee leaves the organization, analyzing data for trends; share with Appointing Authorities and encourage involvement in process throughout UPS (PP)

### Indicators

1.2
- Disciplinary actions impacting positive change of behavior - respondent percent (PP)
- Grievances resulting in resolution - respondent percent (PP)
- Investigations resulting in resolution - respondent percent (PP)
- Exit interviews complete - percent of number exiting (PP)
- Retention of new hires within the first year - 75% (WS)
- Policy review completed (PP)
- HR process map completed - percent (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- Develop HR employees for knowledge needs of the department - percent (LT)
- All learning and development opportunities - attendees able to apply learning in work setting (LT)
**1. Diverse Workforce: Diverse and Inclusive Culture - continued**

*Foster a diverse and inclusive culture to attract and retain a quality workforce*

<table>
<thead>
<tr>
<th>Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:3 Promote the benefits of a diverse and inclusive culture</td>
</tr>
<tr>
<td>(a) Educate Appointing Authorities and managers about the importance of integrating inclusion into practices for recruitment, retention and promotional opportunities (WS) (OTD)</td>
</tr>
<tr>
<td>(b) Consult with hiring managers on hiring and promotion practices (WS)</td>
</tr>
<tr>
<td>(c) Integrate cultural competence into all training programs (OTD)</td>
</tr>
<tr>
<td>(d) Leverage Business Partner relationships for promoting cultural competence (PP)</td>
</tr>
<tr>
<td>(e) Work with managers to facilitate welcoming and inclusive work environments (OTD) (PP)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:3</td>
</tr>
<tr>
<td>• Retention of new hires within the first year - percent (WS)</td>
</tr>
</tbody>
</table>
2. Talented Workforce: Learning Culture; Innovation and Creativity
   Cultivate a talented workforce equipped for and invested in making a difference in our community

2:1 Attract and hire a diverse, talented and engaged workforce
   (a) Provide a user-friendly applicant experience (WS)
   (b) Provide an appealing and easy to navigate hiring process (WS) (C)
   (c) Collaborate with managers and applicants to clarify and improve hiring process (WS)

Indicators

- Number of overall days positions were vacant due to each part of hiring process (WS)
- Retention of new hires within the first year - percent (WS)
- Successful recruitments – percent satisfactory (WS)
- Percent UPS employees satisfied with total compensation - percent(TR)
- Wellness Program participation by active employee/spouse - number (TR)
C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy

### 2. Talented Workforce: Learning Culture; Innovation and Creativity - continued

*Cultivate a talented workforce equipped for and invested in making a difference in our community*

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>2.2 Develop a diverse, talented and engaged workforce to meet the needs of our citizens/customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>(a)</td>
<td>Develop Individual Development Plans for all HR employees; assure competencies are aligned with overall Strategic Plan (OTD) (PP)</td>
</tr>
<tr>
<td>(b)</td>
<td>Assess upcoming vacancies in consultation with hiring managers UPS-wide for succession planning (OTD) (PP)</td>
</tr>
<tr>
<td>(c)</td>
<td>Promote tuition reimbursement benefits (OTD) (C)</td>
</tr>
<tr>
<td>(d)</td>
<td>Enhance talent coaching and mentoring (OTD) (PP)</td>
</tr>
<tr>
<td>(e)</td>
<td>Update current onboarding program to promote professional development foundation (OTD)</td>
</tr>
<tr>
<td>(f)</td>
<td>Integrate and measure application of learning from classes into work groups (OTD)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators</th>
<th>2.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Effectiveness of rewards and recognition (C)</td>
<td></td>
</tr>
<tr>
<td>• Disciplinary actions impacting positive change of behavior – percent of respondent (PP)</td>
<td></td>
</tr>
<tr>
<td>• Grievances resulting in resolution - respondent percent (PP)</td>
<td></td>
</tr>
<tr>
<td>• Investigations resulting in solution - respondent percent (PP)</td>
<td></td>
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<tr>
<td>• Exit interviews completed - percent of number exiting (PP)</td>
<td></td>
</tr>
<tr>
<td>• Retention of new hires within the first year - percent (WS)</td>
<td></td>
</tr>
<tr>
<td>• Internal promotions /open positions - percent (WS)</td>
<td></td>
</tr>
<tr>
<td>• In the last quarter, someone had a conversation with me about performance – HR/PC (All)</td>
<td></td>
</tr>
<tr>
<td>• Individual Development Plans (IDPs) established for HR employees - percent (All)</td>
<td></td>
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<tr>
<td>• HR core competencies established and utilized for performance management (All)</td>
<td></td>
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<tr>
<td>• HR Leadership Team 360 feedback completed and integrated into performance goals (LT)</td>
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<tr>
<td>• HR employee development for knowledge needs - percent (LT)</td>
<td></td>
</tr>
<tr>
<td>• All training opportunities – attendees able to apply learning in work setting (LT)</td>
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</tr>
</tbody>
</table>
### 3. Engaged Workforce: Positive and Engaging Work Environment

**Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best and feel valued**

#### 3:1 Foster an environment where employees and volunteers feel valued

- **a)** Assist Appointing Authorities throughout the UPS to identify areas to maximize employee engagement (PP)
- **b)** Improve role clarification and expectations within HR and offer consultation to UPS organization through HR business partners (PP)
- **c)** Develop supervisors/managers on fair and consistent leadership practices in effective feedback and recognition (OTD)
- **d)** Reward and recognize employees and volunteers throughout UPS (C)
- **e)** Maintain guidelines for competitive and fair total compensation to advance market competitiveness (TR)
- **f)** Revitalize employee suggestion awards program (C)

#### Indicators

- Effectiveness of rewards and recognition (C)
- Internal promotions /open positions - percent (WS)
- Number of hours served by volunteers (C)
- Number of hours served by interns /externs (C)
- Percent UPS employees satisfied with total compensation (TR)
- Wellness Program participation (active employee/spouse) (TR)
- IDPs established for HR employees - percent (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
3. Engaged Workforce: Positive and Engaging Work Environment - continued

Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best and feel valued

3:2 Encourage employees to seek opportunities for continuous improvement

(a) Continue to enhance quality choices for employee and retiree benefits (TR)
(b) Integrate principles of employee engagement into onboarding process (OTD)
(c) Develop workplace scheduling flexibility toolkit (PP)
(d) Partner throughout UPS to provide resources for improvement of employee engagement (PP)
(e) Assess and address recommendations from compensation study to provide competitive and fair total compensation (TR)

3:2

- Disciplinary actions impacting positive change of behavior – percent of respondents (PP)
- Grievances resulting in resolution - percent of respondents (PP)
- Investigations resulting in solution - percent in respondents (PP)
- Exit interviews completed - percent of number exiting (PP)
- Number of overall days positions were vacant due to each part of hiring process (WS)
- Re-recruits for same position – number (WS)
- Health benefits payments per employee (employer paid health and dental) (TR)
- UPS employees satisfied with total compensation - percent (TR)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- HR core competencies established and utilized for performance management (All)
- HR employee development for knowledge needs - percent (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
3. Engaged Workforce: Positive and Engaging Work Environment - continued

Build an environment of employee engagement, empowerment, and involvement where employees can innovate, do their best and feel valued

3:3 Cultivate an atmosphere in HR that embraces open communication and generates trust

(a) Ensure anonymity and confidentiality throughout HR (PP)
(b) Develop bi-annual HR process review for improvement and alignment (All)
(c) Develop and evaluate communications methods for effectiveness using appropriate channels for the audience, and messaging (C)

Indicators

- Effectiveness of rewards and recognition (C)
- Disciplinary actions impacting positive change of behavior – percent of respondents (PP)
- Grievances resulting in resolution - percent of respondents (PP)
- Investigations resulting in solution - percent in respondents (PP)
- Exit interviews completed - percent of number exiting (PP)
- Number of overall days positions were vacant due to each part of hiring process (WS)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- HR process map timeline completed - percent (All)
- HR core competencies established and utilized for performance management (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals
- Develop HR employees for knowledge needs of department - percent (LT)
- All training opportunities - attendees able to apply learning in work setting (OTD)
- HR budget performance - within forecast (All)
- Contract renewals within timelines - percent (All)
- Annual evaluation of contracts (All)
- Analytics created to capture indicators (All)
4. Prepared to Effectively Serve: Service Excellence; Health and Wellness

Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services

4:1 Cultivate employee success and well being by implementing an effective employee life cycle experience (from hire through retire)

(a) Provide user-friendly processes consistently keeping our customers in mind throughout HR (All)
(b) Process map to evaluate and create seamlessness between COEs (All) (PP)
(c) Support proactive wellness initiatives to encourage overall health of employees (TR)
(d) Provide overall system of learning including multiple methods in formal training and everyday learning (OTD)
(e) Enhance education and communication of benefits available to employees and retirees (TR) (C)
(f) Create understanding of needed competencies for all positions in HR, and provide consultation for the same for the UPS organization through HR business partner interactions and learning opportunities (PP)

4:1

- Effectiveness of rewards and recognition (C)
- Disciplinary actions impacting positive change of behavior – percent of respondents (PP)
- Grievances resulting in resolution - percent of respondents (PP)
- Investigations resulting in solution - percent in respondents (PP)
- Exit interviews completed - percent of number exiting (PP)
- Number of overall days positions were vacant due to each part of hiring process (WS)
- Retention of new hires within the first year - percent (WS)
- Internal promotions /open positions - percent (WS)
- Health benefits payments per employee (employer paid health and dental) (TR)
- Percent UPS employees satisfied with total compensation (TR)
- Wellness Program participation (active employee/spouse) (TR)
- Policy review timeline completed - percent (All)
- IDPs established for HR employees - percent (All)
- HR process map timeline completed -percent (All)
- HR core competencies established and utilized for performance management (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- Develop HR employees for knowledge needs of department - percent (LT)
- All training opportunities – attendees able to apply learning in work setting (OTD)
**4:2 Deliver effective and efficient customer experiences by awareness and understanding of the needs of our citizens and partners**

(a) Be actively attentive to our customers’ needs, establishing and adhering to efficient response times for service delivery expectations (All)

(b) Support ongoing relevant development of HR staff, remain expert in our profession, and tuned in to the changing landscape (All)

(c) Respond empathetically to customer needs and develop solutions in partnership (All)

(d) Develop and support a service philosophy of work for HR employees (LT)

(e) Create and capture analytics to help provide exceptional service to our customers (HRIS)

**Indicators**

- Number of overall days positions were vacant due to each part of hiring process (WS)
- Re-recruitments for same position – number (WS)
- Number of hours served by volunteers (C)
- Number of hours served by interns/externs (C)
- HRIS information accuracy - percent (HRIS)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- Customer response time – initial response
- HR process map timeline completed - percent (All)
- HR core competencies established and utilized for performance management (All)
- HR Leadership Team 360 feedback completed and integrated into performance goals (LT)
- Develop HR employees for knowledge needs of department- percent (LT)
- HR budget performance - within forecast (All)
- Contract renewals within timelines - percent (All)
- Annual evaluation of contracts (All)
- Analytics created to capture indicators (All)
4. Prepared to Effectively Serve: Service Excellence; Health and Wellness - continued

Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services

4:3 Provide valuable communications for greater transparency and consistency

(a) Establish feedback mechanisms for all HR procedures and practices, to foster effective and consistent dialogue with partners and customers (C)
(b) Use active listening to understand customer needs and priorities (All)
(c) Evaluate and enhance effective internal and external communications using appropriate channels geared for the audience and messages (C)

4:3
- HRIS information accuracy - percent (HRIS)
- Annual HR Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating (All)
- Policy review timeline completed - percent (All)
- HR budget performance - within forecast (All)
- Contract renewals within timelines - percent (All)
- Annual evaluation of contracts (All)
- Analytics created to capture indicators (All)
<table>
<thead>
<tr>
<th>Strategic Planning Indicator</th>
<th>2018 Goal</th>
<th>2018 Actual</th>
<th>2019 Goal</th>
<th>2020 Goal</th>
<th>Trend-Prior</th>
<th>Initiative Targeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>C Effectiveness of rewards and recognition</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:1; 2:2; 3:1; 3:3; 4:1</td>
</tr>
<tr>
<td>OTD All learning and development opportunities – attendees able to apply learning in work setting</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:1; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>PP Disciplinary actions impacting positive change of behavior – percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>PP Grievances resulting in resolution – percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>PP Investigations resulting in solution – percent of respondents</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>PP Exit interviews completed - percent of number exiting</td>
<td>establish baseline</td>
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<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1</td>
</tr>
<tr>
<td>WS Number of overall days positions were vacant due to each part of hiring process</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1:1; 2:1; 3:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>WS Retention of new hires within the first year – percent</td>
<td>75percent</td>
<td>80percent</td>
<td>85percent</td>
<td></td>
<td></td>
<td>1:1; 1:2; 1:3; 2:1; 2:2; 3:1 4:1</td>
</tr>
<tr>
<td>WS Successful recruitments – percent satisfactory</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:1; 3:2; 4:2</td>
</tr>
<tr>
<td>WS Internal promotions /open positions - percent promoted</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:1; 4:1</td>
</tr>
<tr>
<td>C Number of hours served by volunteers</td>
<td>230,000</td>
<td></td>
<td></td>
<td></td>
<td>increase</td>
<td>3:1; 4:2</td>
</tr>
<tr>
<td>C Number of hours served by interns /externs</td>
<td>4,500</td>
<td></td>
<td></td>
<td></td>
<td>increase</td>
<td>3:1; 4:2</td>
</tr>
<tr>
<td>HRIS HRIS information accuracy - percent</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4:2; 4:3</td>
</tr>
<tr>
<td>TR Health benefits payments per employee (employer paid health and dental)</td>
<td>$20,020</td>
<td>$21,620</td>
<td></td>
<td></td>
<td>increase</td>
<td>3:2; 4:1</td>
</tr>
<tr>
<td>TR Percent UPS employees satisfied with total compensation</td>
<td>establish baseline</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2:1; 3:1; 3:2; 4:1</td>
</tr>
<tr>
<td>TR Wellness Program participation (active employee/spouse) - number of attendees</td>
<td>5,500</td>
<td></td>
<td></td>
<td></td>
<td>increase</td>
<td>2:1; 3:1; 3:2; 4:1</td>
</tr>
</tbody>
</table>

C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy
<table>
<thead>
<tr>
<th>Strategic Planning Indicator</th>
<th>2018 Goal</th>
<th>2018 Actual</th>
<th>2019 Goal</th>
<th>2020 Goal</th>
<th>Trend-Prior</th>
<th>Initiative Targeted</th>
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</thead>
<tbody>
<tr>
<td>All</td>
<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>1 bus. day</td>
<td>1 bus. day</td>
<td>decrease</td>
<td>3:2; 3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All</td>
<td>Customer response time – initial response</td>
<td>1 bus. day</td>
<td>1 bus. day</td>
<td>1 bus. day</td>
<td>decrease</td>
<td>4:2</td>
</tr>
<tr>
<td>All</td>
<td>Policy review completed - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 4:1; 4:3</td>
</tr>
<tr>
<td>All</td>
<td>IDPs established for HR employees - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:1; 4:1</td>
</tr>
<tr>
<td>All</td>
<td>HR process map timeline completed - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>All</td>
<td>HR core competencies established and utilized for performance management</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>2:2; 3:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>LT</td>
<td>HR Leadership Team 360 feedback completed and integrated into performance goals</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:1; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>LT</td>
<td>Develop HR employees for knowledge needs in department - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>1:2; 2:2; 3:2; 3:3; 4:1; 4:2</td>
</tr>
<tr>
<td>All</td>
<td>HR budget performance - within forecast</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All</td>
<td>Contract renewals within timelines - percent</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All</td>
<td>Annual evaluation of contracts</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
<tr>
<td>All</td>
<td>Analytics created to capture indicators</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>3:3; 4:2; 4:3</td>
</tr>
</tbody>
</table>

C - Communications and Outreach, HRIS - Human Resources Information Systems and Records Administration, LT - Leadership Team, OTD - Organizational and Talent Development, PP - Planning and Performance, TR - Total Rewards, WS - Workforce Strategy
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 by earning a trusted reputation. This means continual assessment of current processes across the department, and consistently evaluating how we can best meet changing needs of our existing and future stakeholders.

The Human Resources Strategic Plan will allow us to measure progress towards Strategic Focus Areas while developing a clearer line of sight for each HR employee towards the overall vision, so that we can make informed decisions each day that make the best use of resources.

As Human Resources thinks more holistically about addressing areas of opportunity in the UPS organization, the approach will leverage synergy between the HR Centers of Excellence. Assessing for the competencies needed for each role in the organization at hiring, as well as developing existing employees in HR, will be a focus for all stages of employment.

Developing future leaders capable of meeting the succession needs is more critical now than ever before. Human Resources will be implementing strategies through all the Centers of Excellence to help HR recognize areas where

- knowledge sharing,
- developing future-focused competencies,
- assessing vacancies for role redefinition before hiring, and
- aligning organizational decision-making with business priorities

will help us and the larger organization prepare for the future.

All Human Resources employees will be a part of forming a customer-focused relationship with Appointing Authorities.

Human Resources employees will learn to keep the focus on strategic goals, as well as ways to measure progress toward these goals. Painting the picture of how each employee’s role fits in with the overall organizational plan will be a part of the communication process for all Human Resources activities. Collaboration begins with recognizing who should be at the table, then integrating involvement and feedback throughout the processes to make sure we stay on course and satisfy stakeholders. The framework for this approach will be put in place through the implementation of this 2018-2020 Strategic Plan.
Unified Personnel System (UPS)

Pinellas County’s Unified Personnel System was established in 1975 by a special act of the Florida Legislature. The Unified Personnel System is composed of 11 different members or “Appointing Authorities.” The Appointing Authorities are Business Technology Services, the Clerk of the Circuit Court and Comptroller, the Construction Licensing Board, the County Administrator, the County Attorney, Forward Pinellas, Human Resources, Human Rights, the Property Appraiser, the Supervisor of Elections, and the Tax Collector.

At the end of 2017, the UPS had 3,025 employees (2,371 classified and 654 exempt) which were distributed into more than 600 job classifications.

Unified Personnel System Act

Enacted by the Florida Legislature, the UPS Act established the Classified and Exempt Services, a seven member Personnel Board, a Personnel (Human Resources) Department, and prescribed terms and conditions of operation. The act’s purpose is to provide equal employment opportunities to qualified applicants for public service jobs and to promote efficiency and economy in public service. Some of the act’s objectives and effects were:

- Elimination of discrepancies in hiring practices, benefits, discipline, pay scales, etc.
- Providing one centralized location for County job applicants
- Ensuring that merit principles are followed for appointments, retention, pay, promotions, etc.

Merit System Principles

The UPS philosophy is based on merit system principles. These principles are the public’s expectations of a system that is efficient, effective, fair, open to all, free from political interference, and staffed by honest and competent employees. Section 2301, Title 5, U.S. Code, applies only to federal agencies and not Pinellas County. However, it effectively outlines what merit system principles are.

To paraphrase:

- Recruiting qualified individuals from all segments of society and selecting and advancing employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
- Treating employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.
- Providing equal pay for equal work and recognizing excellent performance.
- Maintaining high standards of integrity, conduct, and concern for the public interest.
- Managing the work force efficiently and effectively.
- Rewarding, retaining, and separating employees on the basis of their performance.
- Educating and developing employees when it will result in better organizational or individual performance.
- Protecting employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.
- Protecting employees against reprisal for the lawful disclosure of information that uncovers illegal and/or wasteful activities.
Appendix 1: The Unified Personnel System (UPS) - continued

Personnel Board
The seven members of the Personnel Board each serve a two-year term. Two of the board members are appointed by the Board of County Commissioners, two by the Constitutional Officers, 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. Personnel Board members have numerous responsibilities including:

▪ Approving Personnel Rules, pay plan adjustments, reclassification of positions and pay grade changes in accordance with the legislative act
▪ Requiring observance of the provisions of the act and its resulting rules and regulations
▪ Hearing and determining appeals and complaints concerning the administration of the act.

Employees’ Advisory Council (EAC)
The Unified Personnel System Act also officially sanctioned the Employees’ Advisory Council. Representing classified employees, the EAC serves in an advisory capacity to the Personnel Board concerning personnel matters, policies, rules and regulations. Its mission is to “continually improve employees’ quality of work life.” The EAC currently consists of 15 elected representatives allocated to the various Appointing Authorities. The EAC structure includes delegates at every worksite throughout the County. These delegates serve as an up-and-down communication link between employees at their work locations and the Council’s representatives.

Personnel Rules
The Personnel Rules prescribe employment policies and practices that all Appointing Authorities in the Unified Personnel System must follow. Each of these rules was established by approval of the Personnel Board and can only be modified with the board’s approval. The Appointing Authorities possess the authority to establish departmental rules and regulations concerning the conduct of their employees in addition to any such rules and regulations established by the Personnel Board.
Human Resource’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. 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.

In addition to Administration, the Human Resources Department is organized into six Centers of Excellence:

- Communications and Outreach
- HRIS (Human Resources Information System) and Records Administration
- Organizational and Talent Development
- Planning and Performance
- Total Rewards
- Workforce Strategy

**Administration**

Provides guidance and manages rules and policies, the department budget, and public records requests, provides Personnel Board support, grievance administration, and purchasing.

**Communications and Outreach**

Communications provides internal and external messaging and communication including: the HR website, presentations, high-level recruitment materials, Employees’ Advisory Council communications, photography, the HR Annual Report, employee surveys, *The Pen* and other employee and retiree newsletters, email blasts, videos, the Suggestion Awards Program, and the Colors of Pinellas Art Show.

**Volunteer Services**

This team establishes and maintains consistent county-wide administrative and operational policies and procedures which promote the use of volunteers and interns. They help departments develop volunteer and intern positions and projects and provide volunteer recruitment—individuals and groups—application processing and background checks as well as the *Volunteer Voice* newsletter and volunteer recognition.

**HRIS and Records Administration**

HRIS provides support to Unified Personnel System (UPS) staff in the processing of personnel actions via the Oracle Project Unified Solution (OPUS) system. The team maintains all documentation related to personnel actions throughout an individual’s employment with the Pinellas County UPS. Included are the review and processing of appointments, change and termination (ACT) documents, maintaining personnel and performance management records including the employment Eligibility Verification form I-9, and issuing identification badges. HRIS also compiles and provides metrics and performs background checks.

**Organizational and Talent Development**

The OTD team provides leadership and staff development, organizational development, assessments, course design, and group facilitation. They oversee the tuition reimbursement program and a resource library. The team provides technical and soft skills classes. Learning settings include instructor-led and online e-learning. OTD liaises with the Pinellas County Training Consortium.
Total Rewards

Human Resources bases its County pay plan and employee compensation philosophies on total compensation. These decisions take into account not only a position’s salary range, but also the value of benefits provided. Total compensation consists of salary, leave earned, insurance paid by the County (health, dental, life, short-term and long-term disability), and retirement plan (majority paid for by Pinellas County). This practice helps ensure that Human Resources abides by merit system principles in hiring and retaining employees, and that UPS employees are fairly and competitively compensated.

Wellness Program

This program is designed to create a culture of health and well-being in which our employees and their families can improve and/or maintain their overall health. The team works to provide exercise facilities and classes, educational programs, the wellness incentive program, physical fitness and nutrition challenges, on-site health screenings, gym discounts, health screenings, and the To Your Health newsletter.

Planning and Performance

Planning and Performance are Business Partners and strategic planning for HR. The team oversees the employee relations function. They provide consultation and counseling to employees regarding career development, conflict resolution, work group intervention, discipline, grievances, interpretation of rules and policies, and performance management. The team performs investigations and research and data trend analysis, facilitates focus groups, monitors unemployment compensation, performs exit interviews, and is the liaison to the Employees’ Advisory Council.

Workforce Strategy

Employment

The team works to attract and acquire candidates to meet current and future needs for employment with Pinellas County. They manage job applications, transfers, recruitment of qualified job applicants, temporary employment services, and employment counseling. They provide talent acquisition via marketing flyers, job descriptions, social media strategies, metrics, provide a talent pipeline, and branding.
“All successful people men and women are big dreamers. They imagine what their future could be, ideal in every respect, and then they work every day toward their distant vision, that goal or purpose.”

Brian Tracy

The Pinellas County Human Resources 2018-2021 Strategic Plan was a collaborative endeavor, involving many Pinellas County employees. A special thank you is owed the leaders and members of the HR staff who formed Strategic Planning Focus Areas and used key input from numerous stakeholders across the County throughout the planning process. We would like to acknowledge and thank all contributors for their hard work and commitment to completing this plan, and more importantly, to fulfilling the mission and realizing the vision of the organization.

Pinellas County Human Resources Administration