

Human Resources & Employee Health Benefits

Department Director: Kimberly Crum

<http://www.pinellascounty.org/hr/default.htm>

Department Purpose

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

Human Resources is structured into Centers of Excellence (COE) to meet the service needs of their customers. Each COE contributes to all aspects of the HR mission. Service excellence is the hallmark of all of their strategies, programs, and day-to-day operations. The department is organized into five COEs: Communications & Outreach; Organizational & Talent Development; Planning & Performance; Total Rewards; and Workforce Strategy & Human Resources Management System.

FY23 Decision Packages

- Increase to Human Resources' Organizational and Talent Development (#478) – General Fund
 - Increase HR's Organizational and Talent Development budget to strategically align initiatives based on needs and demands. The non-recurring cost is **\$22,000** and will allow HR to **enhance leadership development programs** to help identify potential leaders within all county departments to build a talent pipeline. This funding will also allow HR to offer **business communication workshops**, a high demand learning opportunity, once per quarter.
- Learning and Development Consultant (#500) – General Fund
 - Hiring a Learning and Development Consultant for HR's Organizational and Talent Development. This new FTE will assist in conducting a **skills gap analysis**, develop a two-fold Diversity, Inclusion, and Gender Identity Program for awareness and skills training, and assist in creating and facilitating Leadership Development programs. This recurring cost is \$120,120 and increases the department's **FTE** count by one (1).
- Employee Referral Incentive Program (#577) – General Fund
 - Provide a cash incentive to Pinellas County employees who refer someone hired within any of the Appointing Authorities. The recurring cost is \$53,000 to \$142,000, depending on the chosen level of incentive payment.

Budget Summary

For FY23, HR is requesting \$69.7M in total funding, with \$4.4M in their General Fund budget, and \$65.2M in their Employee Health Benefits Fund budget, excluding reserves. HR's General Fund budget request is an increase of \$28,650 (0.7%) to \$4.4M. HR's FY23 Employee Health Benefits Fund budget increases \$669,570 (1.0%), excluding Reserves. Total reserves in the Employee Health Benefits Fund is \$116.1M, well above the amount required by Florida law.

Human Resources & Employee Health Benefits

Human Resources

	2022			2023		
Expenditure Account	General Fund	Non-General Fund	Total	General Fund	Non-General Fund	Total
Personal Services	\$4,107,570		\$4,107,570	\$4,116,310		\$4,116,310
Operating Expenses	\$262,350		\$262,350	\$290,760		\$290,760
Capital Outlay	\$8,500		\$8,500			
Expenditure Total	\$4,378,420		\$4,378,420	\$4,407,070		\$4,407,070
FTE	35.4	0.0	35.4	35.4	0.0	35.4

Employee Health Benefits

	2022			2023		
Expenditure Account	General Fund	Non- General Fund	Total	General Fund	Non- General Fund	Total
Personal Services		\$193,950	\$193,950		\$210,190	\$210,190
Claims		\$59,930,290	\$59,930,290		\$60,773,030	\$60,773,030
Operating Expenses		\$4,468,920	\$4,468,920		\$4,164,870	\$4,164,870
Capital Outlay		\$4,500	\$4,500		\$10,200	\$10,200
Reserves		\$108,751,010	\$108,751,010		\$116,113,990	\$116,113,990
Expenditure Total		\$173,348,670	\$173,348,670		\$181,272,280	\$181,272,280
FTE	0.0	2.0	2.0	0.0	2.0	2.0

	2022			2023		
Revenue Account	General Fund	Non- General Fund	Total	General Fund	Non- General Fund	Total
Charges for Services		\$62,880,930	\$62,880,930		\$66,258,910	\$66,258,910
Revenue Total		\$62,880,930	\$62,880,930		\$66,258,910	\$66,258,910

Human Resources & Employee Health Benefits

Performance Measures

Performance Measure	Unit of Measure	Goal	2021 Actual*	2022 *	2023 *
Based on Today's experience, how satisfied are you with HR?	Percentage	92.5%	92.7%	92.5%	92.5%
After interaction with HR personnel:					
was the representative professional and courteous?	Percentage	100%	96.0%	100%	100%
was the representative helpful?	Percentage	100%	96.0%	100%	100%
was the requested information received in a timely manner?	Percentage	95.0%	94.8%	95.0%	95.0%
Overall, I receive competitive benefits	Percentage	80.0%	84.0%	80.0%	80.0%
New Employee engagement during orientation	Percentage	90.0%	95.0%	90.0%	90.0%
Percentage of new hires that reported being referred by a current county employee	Percentage	—	13.8%	—	—

* Performance measures are reported on a calendar year basis

Budget Summary by Program and Fund

Volunteer Services

Management of the Volunteer Program for the Unified Personnel System.

Program	Fund	FY20 Actual	FY21 Actual	FY22 Budget	FY23 Budget
1005-Volunteer Services	0001 - General Fund	\$165,558	\$156,872	192,030	\$195,210
	Total	\$165,558	\$156,872	\$192,030	\$195,210

Emergency Events

Expenditures incurred during a disaster event to allow for accurate tracking of those expenses in support of reimbursement of eligible expenditures from the Federal Emergency Management Agency's (FEMA) Public Assistance Grant Program or other funding sources, as applicable.

Program	Fund	FY20 Actual	FY21 Actual	FY22 Budget	FY23 Budget
1123-Emergency Events	0001 - General Fund	\$111,956	\$17,845	0	\$0
	5006 – Employee Health Benefits Fund	\$14,163	\$2,385	\$0	\$0
	Total	\$126,119	\$20,230	\$0	\$0

Human Resources & Employee Health Benefits

Employee Health Benefits Program

Administers the Employee Health Benefits programs, including the Wellness Center.

Program	Fund	FY20 Actual	FY21 Actual	FY22 Budget	FY23 Budget
7076-Employee Health Benefits Program	0001 - General Fund	\$477,404	\$582,685	568,610	\$723,160
	5006 – Employee Health Benefits Fund	\$68,843,097	\$63,402,039	\$64,597,660	\$65,158,290
	Total	\$69,320,501	\$63,984,724	\$65,166,270	\$65,881,450

Unified Personnel System-Human Resources

Strategic and administrative support for the Unified Personnel System (UPS) to position Pinellas County Government as a top-choice employer in the Tampa Bay Region. HR implements and applies the Personnel Act, coordinates HR activities with all Appointing Authorities, and provides guidance to UPS organizations.

Program	Fund	FY20 Actual	FY21 Actual	FY22 Budget	FY23 Budget
7079-Unified Personnel System-Human Resources	0001 - General Fund	\$3,342,650	\$3,075,061	3,617,780	\$3,488,700
	Total	\$3,342,650	\$3,075,061	\$3,617,780	\$3,488,700

FY22 Accomplishments

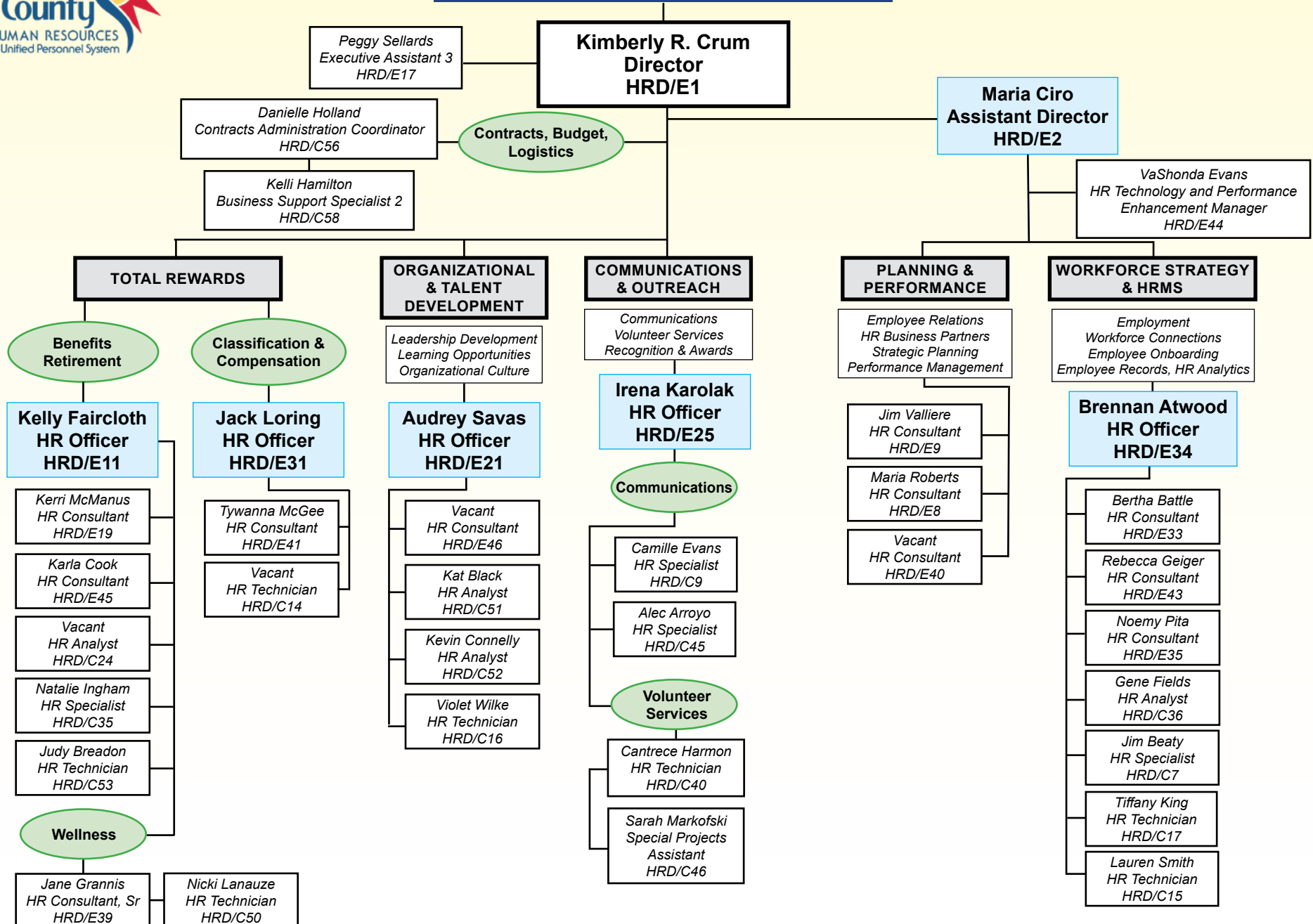
- Planning for the Taleo and EBS (OPUS) integration is underway which will streamline the recruitment process, positively impact the hiring manager, and candidate experience, and enhance external visibility. Also, implementing an internal job board that will allow current employees to see job advertisements with classification specific information (classification title, pay range, etc.).
- Partnering with BTS and Appointing Authorities to develop the Performance Management Module in Oracle/OPUS, which includes standard and customized performance evaluation templates.
- Partnering with Appointing Authorities on analysis, communication, and action plans for improving strategies based on employee feedback from the Employee Voice Survey.
- Enhancing the learning culture to ensure new employees are engaged, culturally aware, and productive members of our workforce by enhancing the video platform — Click2Learn Library — and creating of short welcome videos. Updating Supervisor Boot Camp and exploring the creation of a county-wide Diversity and Inclusion Committee.
- In partnership with the Benefits Advisory Committee, data will be used to develop benefits that appeal to employees, that meets their needs no matter what stage of life they are in, and that enhances recruitment and retention of top talent.
- Implementing a new volunteer software system which will provide an interactive platform for our volunteers, improved recruiting capabilities, and more robust reporting for Site Coordinators.

Attachments:

1. Organizational Chart (pgs. 5 – 6)
2. Budget Reports (pgs. 7 – 9)
3. Decision Package Report (pgs. 10 – 12)

Human Resources Organization Chart

UNIFIED PERSONNEL SYSTEM BOARD



Human Resources Organization Chart

Unified Personnel System Board

Administration

Kimberly R. Crum, Director, HRD/E1
 Maria Ciro, Assistant Director, HRD/E2
 VaShonda Evans, HR Technology and Performance Enhancement Manager, HRD/E44
 Peggy Sellards, Executive Assistant 3, HRD/E17

Contracts, Budgets, Logistics

Danielle Holland, Contracts Administration Coordinator, HRD/C56
 Kelli Hamilton, Business Support Specialist 2, HRD/C58

Total Rewards

Benefits, Retirement

Kelly Faircloth, HR Officer, HRD/E11
 Kerri McManus, HR Consultant, HRD/E19
 Karla Cook, HR Consultant, HRD/E45
 Vacant, HR Analyst, HRD/C24
 Natalie Ingham, HR Specialist, HRD/C35
 Judy Breadon, HR Technician, HRD/C53

Wellness

Jane Grannis, HR Consultant Senior, HRD/E39
 Nicki Lanauze, HR Technician, HRD/C50

Classification & Compensation

Jack Loring, HR Officer, HRD/E31
 Tywana McGee, HR Consultant, HRD/E41
 Vacant, HR Technician, HRD/C14

Organizational and Talent Development

Leadership Development, Learning Opportunities, Organizational Culture

Audrey Savas, HR Officer, HRD/E21
 Vacant, HR Consultant, HRD/E46
 Kat Black, HR Analyst, HRD/C51
 Kevin Connelly, HR Analyst, HRD/C52
 Violet Wilke, HR Technician, HRD/C16

Communications and Outreach

Communications, Volunteer Services, Recognition & Awards
 Irena Karolak, HR Officer, HRD/E25

Communications

Camille Evans, HR Specialist, HRD/C9
 Alec Arroyo, HR Specialist, HRD/C45

Volunteer Services

Cantrece Harmon, HR Technician, HRD/C40
 Sarah Markofski, Special Projects Assistant, HRD/C46

Planning and Performance

Employee Relations, HR Business Partners, Strategic Planning, Performance Management

Jim Valliere, HR Consultant, HRD/E9
 Maria Roberts, HR Consultant, HRD/E8
 Vacant, HR Consultant, HRD/E40

Workforce Strategy and HRMS

Employment, Workforce Connections, Employee Onboarding, Employee Records, HR Analytics

Brennan Atwood, HR Officer, HRD/E34
 Bertha Battle, HR Consultant, HRD/E33
 Rebecca Geiger, HR Consultant, HRD/E43
 Noemy Pita, HR Consultant, HRD/E35
 Gene Fields, HR Analyst, HRD/C36
 Jim Beaty, HR Specialist, HRD/C7
 Tiffany King, HR Technician, HRD/C17
 Lauren Smith, HR Technician, HRD/C15

Human Resources - General Fund

Account	FY19 Actual	FY20 Actual	FY21 Actual	3-year Average	FY22 Budget	FY22 Estimate	FY23 Request	Budget to Budget Change	Budget to Budget % Change
5110001 - Executive Salaries	1,374,103	1,598,765	1,497,116	1,489,994	1,755,720	1,665,530	1,819,520	63,800	3.63%
5120001 - Regular Salaries & Wages	1,144,593	1,103,311	1,036,148	1,094,684	1,118,580	977,680	1,030,990	(87,590)	-7.83%
5130001 - Other Salaries And Wages	43,348	12,615	7,581	21,182	0	0	0	0	
5140001 - Overtime Pay	656	1,905	0	854	0	0	0	0	
5210001 - FICA Taxes	187,007	199,292	186,846	191,048	216,230	200,760	214,300	(1,930)	-0.89%
5220001 - Retirement Contributions	248,130	277,862	295,799	273,930	348,640	326,370	361,940	13,300	3.81%
5230001 - Hlth,Life,Dntl,Std,Ltd	629,875	660,859	624,881	638,538	668,400	616,980	689,560	21,160	3.17%
5310001 - Professional Services	1,958	1,188	3,800	2,315	6,000	6,000	6,000	0	0.00%
5340001 - Other Contractual Svcs	2,357	46,053	28,646	25,685	21,520	5,650	6,230	(15,290)	-71.05%
5400001 - Travel and Per Diem	0	0	0	0	30,930	30,930	29,010	(1,920)	-6.21%
5400100 - Transportation Exp	7,471	2,214	0	3,228	0	0	0	0	
5400105 - Mileage-Local	3,404	541	318	1,421	1,700	1,700	1,840	140	8.24%
5400200 - Meals/Per Diem	3,546	2,139	0	1,895	0	0	0	0	
5400300 - Hotels/Motels/Lodging	20,385	140	1,314	7,280	0	0	0	0	
5400900 - Travel-Other	2,347	818	0	1,055	0	0	0	0	
5410001 - Communication Services	7,371	6,411	6,609	6,797	7,450	7,450	7,450	0	0.00%
5420001 - Freight	1,620	1,354	11	995	500	500	500	0	0.00%
5420002 - Postage	238	368	754	453	400	400	400	0	0.00%
5460001 - Repair&Maintenance Svcs	16,718	11,619	7,480	11,939	15,070	16,520	17,560	2,490	16.52%
5470001 - Printing and Binding Exp	9,189	3,511	1,578	4,759	4,000	4,000	3,950	(50)	-1.25%
5480001 - Promotional Activities Exp	7,334	748	6,528	4,870	27,000	31,500	25,000	(2,000)	-7.41%
5490001 - Othr Current Chgs&Obligat	34,451	26,427	13,280	24,719	6,320	27,820	29,820	23,500	371.84%
5490060 - Incentives & Awards	19,427	8,163	4,098	10,563	8,000	8,000	8,000	0	0.00%
5496551 - Intgv Sv-Risk Financing	43,750	46,330	60,520	50,200	57,680	57,680	49,800	(7,880)	-13.66%
5510001 - Office Supplies Exp	27,585	6,491	8,209	14,095	11,500	11,500	11,500	0	0.00%
5520001 - Operating Supplies Exp	25,013	13,024	15,189	17,742	14,590	14,590	16,690	2,100	14.39%
5520009 - Oper. Supplies-Computer	0	0	0	0	10,350	10,620	11,350	1,000	9.66%
5520098 - PC Purchases under \$5,000	0	0	0	0	0	8,900	23,750	23,750	
5520099 - PC Purchases under \$1000	8,795	30,796	34,569	24,720	670	0	0	(670)	-100.00%
5540001 - Bks,Pub,Subscrip&Membrshps	17,028	12,383	11,170	13,527	12,250	12,910	11,910	(340)	-2.78%
5550001 - Training&Education Costs	92,443	9,065	3,658	35,055	26,420	24,680	30,000	3,580	13.55%
5640001 - Machinery And Equipment	10,620	0	0	3,540	0	0	0	0	
5640099 - PC Purchases over \$1000	3,051	4,312	0	2,454	8,500	0	0	(8,500)	-100.00%
Expenditures Total	3,993,814	4,088,704	3,856,100	3,979,540	4,378,420	4,068,670	4,407,070	28,650	0.65%

Employee Health Benefits

Attachment 2

Account	FY19 Actual	FY20 Actual	FY21 Actual	3-year Average	FY22 Budget	FY22 Estimate	FY23 Request	Budget to Budget Change	Budget to Budget % Change
5110001 - Executive Salaries	83,886	86,576	88,869	86,444	91,060	87,160	94,020	2,960	3.25%
5120001 - Regular Salaries & Wages	40,242	28,424	3,247	23,971	41,500	46,750	50,720	9,220	22.22%
5210001 - FICA Taxes	12,019	8,614	6,914	9,183	10,140	10,310	11,070	930	9.17%
5220001 - Retirement Contributions	10,054	10,005	9,324	9,794	14,240	16,330	16,120	1,880	13.20%
5230001 - Hlth,Life,Dntl,Std,Ltd	104,752	33,136	20,482	52,790	37,010	34,160	38,260	1,250	3.38%
5230003 - Hlth Prem Retir-Sec Horiz	10,639,903	10,149,779	10,398,086	10,395,923	7,047,600	7,047,600	5,885,040	(1,162,560)	-16.50%
5230011 - Wellness Incentive Program	91,400	117,783	137,768	115,650	200,000	200,000	200,000	0	0.00%
5231101 - Hlth Claims Pd-Medical	45,073,851	48,582,980	47,419,733	47,025,521	49,451,600	47,451,600	51,429,670	1,978,070	4.00%
5231102 - Hlth Claims Pd-Dental	1,967,054	1,871,141	2,066,391	1,968,195	2,289,470	2,289,470	2,289,470	0	0.00%
5231103 - Hlth Claims Pd-Mntl Hlth	330,281	250,187	667,438	415,969	680,370	680,370	707,600	27,230	4.00%
5231104 - Employer HSA Funding - Pinellas County	243,200	227,600	233,600	234,800	261,250	261,250	261,250	0	0.00%
5310001 - Professional Services	8,179	6,438	2,875	5,831	13,500	13,500	12,000	(1,500)	-11.11%
5340001 - Other Contractual Svcs	527,162	507,450	860,706	631,773	689,550	689,550	559,620	(129,930)	-18.84%
5340008 - Admin Fee-Medical	3,166,783	3,268,182	3,393,314	3,276,093	3,500,000	3,500,000	3,500,000	0	0.00%
5340009 - Admin Fee-Mental Health	120,722	176,865	183,098	160,228	181,400	181,400	0	(181,400)	-100.00%
5340010 - Admin Fee-Flex Spend Acct	58,679	58,657	41,324	52,887	58,000	58,000	30,000	(28,000)	-48.28%
5340011 - Administrative Fee - Dental	82,892	0	0	27,631	0	0	0	0	
5400001 - Travel and Per Diem	3,425	(332)	0	1,031	4,000	4,000	1,850	(2,150)	-53.75%
5400105 - Mileage-Local			0	0	550	550	600	50	9.09%
5410001 - Communication Services	361	363	361	362	360	360	360	0	0.00%
5420001 - Freight	24	0	57	27	0	0	0	0	
5420002 - Postage	7,757	6,241	8,101	7,366	7,000	7,000	8,100	1,100	15.71%
5460001 - Repair&Maintenance Svcs	2,081	1,193	919	1,398	2,500	2,500	2,500	0	0.00%
5470001 - Printing and Binding Exp	2,368	3,244	3,575	3,062	4,000	4,000	6,600	2,600	65.00%
5480001 - Promotional Activities Exp	0	0	0	0	0	0	20,000	20,000	
5490001 - Othr Current Chgs&Obligat	34,842	0	0	11,614	0	0	0	0	
5490060 - Incentives & Awards	1,346	633	932	970	2,000	2,000	5,000	3,000	150.00%
5496551 - Intgv Sv-Risk Financing	940	890	860	897	770	770	1,060	290	37.66%
5510001 - Office Supplies Exp	814	55	0	290	340	340	700	360	105.88%
5520001 - Operating Supplies Exp	14,910	1,168	576	5,551	1,000	1,000	14,000	13,000	1300.00%
5540001 - Bks,Pub,Subscrip&Membrshps	194	120	144	153	1,350	1,350	1,050	(300)	-22.22%
5550001 - Training&Education Costs	4,870	(221)	755	1,801	2,600	2,600	1,430	(1,170)	-45.00%
5640001 - Machinery And Equipment	110,999	0	0	37,000	4,500	4,500	10,200	5,700	126.67%
5995000 - Reserve-Contingencies	0	0	0	0	6,300,130	0	6,630,160	330,030	5.24%
5999000 - Reserve-Accrued Liability	0	0	0	0	102,450,880	0	109,483,830	7,032,950	6.86%
Expenditures Total	62,745,990	65,397,171	65,549,450	64,564,204	173,348,670	62,598,420	181,272,280	7,923,610	4.57%

Employee Health Benefits

Account	FY19 Actual	FY20 Actual	FY21 Actual	3-year Average	FY22 Budget	FY22 Estimate	FY23 Request	Budget to Budget Change	Budget to Budget % Change
2710201 - FB-Unrsv-Cntywide-Beg	70,232,774	86,394,018	100,233,349	85,620,047	109,897,740	112,594,330	114,299,810	4,402,070	4.01%
3322010 - Other Financial Assistance-Fed-CARES	0	14,163	2,385	5,516	0	0	0	0	
3412401 - Int Sv-Hlth Ben-BCC	35,370,549	36,185,151	37,605,633	36,387,111	30,376,800	32,974,340	34,293,310	3,916,510	12.89%
3412402 - Internal Service - Health Benefits - PLN CNL	287,414	256,092	271,925	271,810	215,560	236,833	246,310	30,750	14.27%
3412403 - Int Sv-Hlth Ben-Ret-Emp	8,761,358	8,863,605	9,183,441	8,936,134	7,373,520	5,132,908	5,338,220	(2,035,300)	-27.60%
3412451 - Int Sv-Hth Ben-Clerk	7,177,627	7,311,084	7,399,009	7,295,907	6,147,000	7,383,805	7,679,160	1,532,160	24.93%
3412453 - Internal Service - Health Benefits - Retiree - Employer - Clerk	1,646,223	1,680,146	1,691,356	1,672,575	0	977,394	1,016,490	1,016,490	
3412461 - Int Sv-Hlth Ben-PA	2,095,575	2,053,191	2,030,775	2,059,847	1,503,640	1,465,092	1,523,700	20,060	1.33%
3412471 - Int Sv-Hlth Ben-SE	781,269	820,559	747,785	783,204	630,860	610,759	635,190	4,330	0.69%
3412481 - Int Sv-Hlth Ben-TC	4,449,525	4,193,961	4,356,220	4,333,235	3,390,670	3,597,960	3,741,880	351,210	10.36%
3494401 - Chg Sv-Emp Ded-Sup Electn	68,574	74,199	76,139	72,971	68,680	62,692	65,200	(3,480)	-5.07%
3494403 - Chg Sv-Emp Ded-Tax Coll	568,560	547,542	540,982	552,361	539,650	468,411	487,150	(52,500)	-9.73%
3494404 - Chg Sv-Emp Ded-Prop Appr	307,908	291,457	296,284	298,550	272,390	222,396	231,290	(41,100)	-15.09%
3494405 - Chg Sv-Emp Ded-Otr Agency	28,639	32,149	39,822	33,537	25,260	34,792	36,180	10,920	43.23%
3494406 - Chg Sv-Emp Ded-Clerk	939,647	928,094	940,538	936,093	950,000	907,852	944,160	(5,840)	-0.61%
3494410 - Chg Sv-Emp Ded-Intra BCC	5,047,686	5,092,425	5,253,616	5,131,242	5,100,000	4,961,668	5,160,130	60,130	1.18%
3499712 - Chg Sv-Non Actv Emp-Ret	5,876,724	5,877,041	6,474,478	6,076,081	5,473,530	4,031,854	3,983,470	(1,490,060)	-27.22%
3499718 - Chg Sv-Non Actv Emp-Cobra	96,743	71,280	31,991	66,671	86,320	36,088	35,650	(50,670)	-58.70%
3499730 - Chg Sv-Non Actv Emp-Ret Health	590,164	606,161	650,680	615,668	640,830	711,619	740,080	99,250	15.49%
3499740 - Chg Sv-Non Actv Emp-Ret Dental	59,335	61,469	64,676	61,827	65,960	74,496	77,480	11,520	17.47%
3499750 - Chg Sv-Non Actv Emp-Ret Life	20,028	19,728	19,334	19,697	20,260	22,938	23,860	3,600	17.77%
3611001 - Interest On Investments	2,651,502	2,132,823	127,582	1,637,302	570,000	390,000	712,500	142,500	25.00%
3693006 - CIGNA Paxil Settlement	0	1,209	0	403	0	0	0	0	
3699350 - Refund Of Prior Yrs Exp	70	26,389	0	8,819	0	0	0	0	
3699991 - Other Miscellaneous Revenue	82,112	96,586	105,775	94,825	0	0	0	0	
3810001 - Trans Fr General Fund	2,000,000	2,000,000	0	1,333,333	0	0	0	0	
Revenues Total	78,907,233	79,236,504	77,910,427	78,684,721	63,450,930	64,303,897	66,971,410	3,520,480	5.55%

Change Request Summary

Change Request	AUTO - 478 - Increase to Human Resources' Organizational and Talent Development
Budget Year	2023
Change Request Type	Operating Decision Package Request
Change Request Stage	OMB Review [Operating Decision Package Request]
Acct. Reference	
Publish Date	
Description (What is it) *	The additional funds will allow HR to support learning and development journeys in three primary areas: • Diversity & Inclusion • Boot Camp: Leadership Essentials • Business Writing
Summary of Request	Increase Human Resources' Organizational and Talent Development budget by \$22,000.00 to strategically align initiatives based on needs and demands.
Justification *	Diversity & inclusion in the workplace has become not just a nice-to-have, but essential. From hiring to performance evaluations to succession planning, our leaders have a direct and heavy influence on our diversity & inclusion efforts. It is essential to further shape our leadership development programs and identify potential leaders to build a talent pipeline. Also, writing skills are a valuable asset to ensure credibility and effective business communication and in high demand by our employees. This will allow us to offer the business communication workshop once per quarter.
Operational Impacts	This further supports our overall talent management strategy, where learning is used as a means to acquire, nurture, maximize, and retain talent.
Net Operating Budget	22,000
Net Capital Budget	-
Net Budget	22,000

Operating Budget Details

Account	Position	Description (What is it?)	2023 Budget
Expenses			
661115 - Organizational & Talent Development			
5310001 - Professional Services		Increase Human Resources' learning and development budget by \$22,000.00.	22,000
Total 661115 - Organizational & Talent Development			22,000
Total Expenses			22,000
Total			22,000
Net Total			22,000

Change Request Summary

Attachment 3

Change Request	AUTO - 500 - Learning and Development Consultant
Budget Year	2023
Change Request Type	Operating Decision Package Request
Change Request Stage	OMB Review [Operating Decision Package Request]
Acct. Reference	
Publish Date	
Description (What is it) *	Hiring a Learning and Development Consultant for Human Resources' Organizational and Talent Development
Summary of Request	Increase Human Resources' FTE by 1
Justification *	1. Assist in conducting a skills gap analysis 2. Develop a two-fold Diversity, Inclusion, and Gender Identity Program for awareness and skills training to create an inclusive culture. 3. Assist in creating and facilitating Leadership Development programs that are relevant to County departments and positions. This will create and maintain a succession plan to identify, develop, and retain key talent in order to increase the availability of experienced and capable employees who are prepared to assume management roles as they become available.
Operational Impacts	These trainings will enable employees to gain awareness and develop some broader perspectives which reflect in their performance. Leadership Development Programs enable the County to proactively address leadership turnover by identifying vulnerabilities and providing resources to assist in developing the County's leaders.
Net Operating Budget	120,120
Net Capital Budget	-
Net Budget	120,120

Operating Budget Details

Account	Position	Description (What is it?)	2023 Budget
Expenses			
661115 - Organizational & Talent Development			
5120001 - Regular Salaries & Wages		Learning and Development Consultant	120,120
Total 661115 - Organizational & Talent Development			120,120
Total Expenses			120,120
Total			120,120
Net Total			120,120

Change Request Summary

Attachment 3

Change Request	AUTO - 577 - Employee Referral Incentive Program
Budget Year	2023
Change Request Type	Operating Decision Package Request
Change Request Stage	County Admin Review [Operating Decision Package Request]
Acct. Reference	
Publish Date	
Description (What is it) *	To reduce recruitment costs, provide a cash incentive to current Pinellas County employees who refer candidates hired within any of the Appointing Authorities.
Summary of Request	Provide a cash incentive to Pinellas County employees who refer someone hired within any of the Appointing Authorities. The Society of Human Resource Management (SHRM) reported in January 2022 that on average it costs a company 6-9 months of an employee's salary to replace him/her/they. For an employee making \$60,000 per year, that comes out to \$30,000 - \$45,000 in recruiting and training costs. In 2021, Pinellas employees who had reported being referred by a current employee had a retention rate of 89% in the first year. Hires from the non-referred applicant pool had a retention rate of 69.4%. This is a 19.6% greater retention, which clearly shows a correlation between retention of employees referred by current employees.
Justification *	In order to increase referrals and obtain and retain employees who will stay with Pinellas County, we would like to replace the current day off accrual with offering a monetary referral incentive as well as include exempt employees.
Operational Impacts	Employee referred by current county employees have a higher retention rate (89.0%) than those not referred by current county employees (69.4%). Increasing retention of employees lowers overall cost of employment by reducing recruitment and training cost for new employees.
Net Operating Budget	142,000
Net Capital Budget	-
Net Budget	142,000

Operating Budget Details

Account	Position	Description (What is it?)	2023 Budget
Expenses			
114300 - Gen Gov't			
5490060 - Incentives & Awards		Decision Package #577 Request from HR	142,000
Total 114300 - Gen Gov't			142,000
Total Expenses			142,000
Total			142,000
Net Total			142,000