



An Extraordinary Year

Pinellas County Human Resources 2020 Annual Report

One Team Working Together



Human Resources
Helping U Succeed



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OUR VISION

Position Pinellas County Government as a top-choice employer in the Tampa Bay region

OUR MISSION

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

OUR VALUES

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

Credibility

Demonstrate integrity

Maintain confidentiality

Share expertise in HR laws, practices and industry trends

Own mistakes and make things right

Fairness

Apply rules and policies fairly

Serve as an honest broker

Respect

Serve with a professional approach

Communicate by listening first and responding with empathy

Service

Keep commitments and meet deadlines

Respond in a timely manner

Work toward effective solutions

HR Centers of Excellence

Communications and Outreach

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

Human Resources Information Systems and Records Administration

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

Organizational and Talent Development

Provides leadership and professional development programs to support continuous learning; serves as strategic partner throughout Unified Personnel System (UPS); provides consulting about organizational culture

Planning and Performance

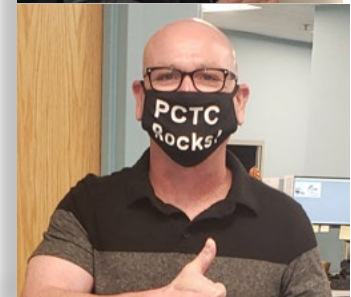
Partners with the Appointing Authorities in the UPS to increase organizational effectiveness; provides expertise for employee relations, rules and policy interpretation, and organizational development, as well as managing the performance management and inclusion program; provides HR strategic planning

Total Rewards

Creates and manages strategies for the UPS employee rewards offerings including benefits, compensation and wellness

Workforce Strategy

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



From the Director

This year has been challenging for many – in a variety of ways. Early in the year, the world was introduced to a global pandemic. County leadership and employees showed incredible agility and resilience in adapting work processes in order to continue to provide exceptional services to our citizens. While the pandemic surged, we were met with tropical storms, tornadoes and the challenges of working through the election season.

Our employees have grown during this extraordinary year. In my short time here – 100 days (as I write this) – I have witnessed their resilience, compassion and genuine care and concern for one another. I see the desire to build for the future while taking care of current needs.

In March, many Unified Personnel System (UPS) employees began working from home while others continued to provide essential services that required work on site.

The Appointing Authorities responded to the federal Families First Coronavirus Response Act and granted up to 80 hours of Emergency Paid Sick Leave. They also acted quickly by partnering with agencies to provide employees and the community with Personal Protective Equipment (PPE).

Like all the UPS employees, Human Resources (HR) staff rose to the challenge – virtually. HR continued to provide uninterrupted service in recruiting, hiring and onboarding new employees, providing benefits and relevant wellness activities, and developing safe virtual learning opportunities.

We also collaborated with Appointing Authorities in forming the COVID-19 Cross Functional Team to respond quickly and consistently to ever-changing circumstances.

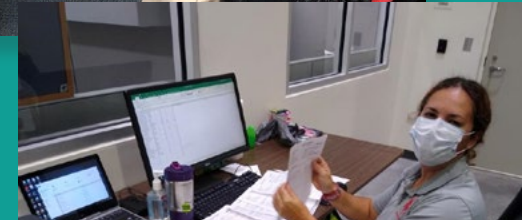
It has been a year of change for the HR team. The team has remained steadfast through leadership changes, the pandemic and many adjustments to the way we do things in this new virtual world.

Throughout this Annual Report, you will see the dedication of the HR staff in their response and service to all employees across the Unified Personnel System. We cannot do this alone. Our success requires collaboration and cooperation, as we build for the future. I am thrilled to have joined this team. Working closely with the Unified Personnel Board, the Appointing Authorities, and the Employees' Advisory Council, I look forward to what we will accomplish together in 2021 in making Pinellas County Government the place everyone wants to work.



A handwritten signature in blue ink that reads "KRC".

Kimberly R. Crum
Human Resources Director



Pinellas County Unified Personnel System At-a-Glance

Rounded calendar year figures, as of 12/31/20. Exceptions noted.

3,151

number of employees
in UPS

10.4

years average
tenure

10,980

job applications

424

new hires

92.9%

completed recruitments

349

or 11% of employees
promoted

67.5%

retention of new hires
within first year

48%

female

52%

male

48

average age

17.2%

exit interviews
completed

4,542

attendees in courses
FY2020

613

employees took
advantage of learning
opportunities
FY2020

Key Services Delivered: COVID-19 Response

When COVID-19 impacted Pinellas County, just like all the departments in the Unified Personnel System (UPS), Human Resources had to make changes to keep our employees safe. In the beginning, all HR employees transitioned to working remotely and increased the use of online platforms such as Teams and Zoom to continue providing important services. Over time, some staff returned to the office in order to provide critical services by appointment.

Communicating During a Crisis

Our 3,100+ employees each experience work life differently. Solutions which might work for employees in the field may not work for employees in an office setting.

Addressing this, the **COVID-19 Cross Functional Team** was formed with representatives from all Appointing Authorities to support consistent information flow, examine key issues impacting the workforce and communicate important reminders.

Through this integrated approach, we coordinated:

- unified policies and practices,
- communications sent to employees and supervisors based on COVID-19 situations in real time,
- ordering of Americans with Disabilities Act (ADA) compliant face coverings including clear panels to enable lip reading,
- signage requiring face coverings in all County buildings,

and communicated Emergency Paid Sick Leave (EPSL) options with the reopening of schools and continued ongoing communications surrounding EPSL.

We thank the members of the Cross Functional Team and the Appointing Authorities for their exceptional coordination and partnership.

Continued next page.

2,500+
hours of COVID-19-related work
contributed by HR employees



From Teresa S. Del Rio, C.P.M., Executive Director, Clerk's Court and Operational Services
"The COVID Cross Functional Team has given the various agency representatives a wonderful forum that allows us to share experiences, and to stay current on the recommended guidelines, responses, and activities related to the COVID pandemic. Having various agencies represented allows us to take advantage of everyone's knowledge, expertise, and experience."

A Virtual Learning Culture

Due to social distancing, in person learning had to be postponed. The Organizational and Talent Development (OTD) team found ways to provide virtually the same engaging learning experiences found in the classroom.

OTD offered **53 instructor-led virtual classes** from April through September, both through Zoom and Teams.

The Wellness Program also transitioned to a virtual platform and offered a wider variety of vendors and a broader range of subject matter such as mental health and financial well-being.

OTD class participant:
"Virtual learning was a very effective tool in being able to conduct classes and still socially distance. I enjoyed being able to attend from my office or at home."

OTD class participant:
"Virtual learning is a great way of staying connected and keep teaching and learning in these uncertain times."

Financial well-being class participant:
"One of the best classes I've taken in a long time. Shane was an incredible instructor."

Benefits Annual Enrollment: New Customer Service Initiatives

During Benefits Annual Enrollment, the team held **26 webinars** in lieu of in-person presentations. Nearly 300 employees attended the webinars. Other new customer service initiatives implemented were:

- Over 150 supervisors attended virtual information sessions
- Expanded Benefit hours from 7 a.m. to 6:30 p.m.
- Conducted 90 virtual one-on-one meetings

*Participant at Information Session
“This Annual Enrollment Information Session was great. It helped me understand health insurance here at the County a lot better. After going over the items with the leader of the webinar it made it very clear. I would like to say thank you for hosting this webinar.”*

COVID-19 Response continued

Information Sharing

Human Resources provided critical and up-to-date information for employees.

- **Streamlined and continuously updated a COVID-19 web page** for employees; **over 48,000 views** since inception; **over 90,000 views** total including other COVID-19 documents such as FAQs and supervisor resources
- **Employee Blog** to provide another space for employees to connect and find resources
- **Over 30 blast emails** sent to employees and supervisors to help them stay up to date and to provide guidance and links to needed resources
- **Online Supervisor Tool Kit/Resource Guide and flow charts and Volunteer Site Coordinator Tool Kits** to offer help for supervisors’ unique needs in managing during a stressful time. (**over 6,200 views**)

74%
of employees
agreed that the COVID-19
information provided to
employees was sufficient.
*(Data from the August Employee
Communications Survey.)*

10,000+
views of the
Families First FAQs

Caring for Our Customers’ Well-being

To meet the unique challenges due to COVID-19, our team worked to customize our services.

To assist employees who experienced a surge in demand at work due to COVID-19, HR’s Employee Benefits, Wellness, Employee Relations and Contract Administration, in partnership with the EAP vendor (Optum), initiated a **critical incident support program** which allowed employees to interact with a counselor during work hours to help manage stress and build resilience. This was later expanded and offered to all departments in the UPS.

COVID-19-related well-being resources were offered to all employees through various channels including a special COVID edition of the *To Your Health* newsletter and the Wellness Champion network.

The Wellness Manager and the UnitedHealthcare Nurse Liaison also partnered to produce five **COVID-19-related webinars** on coping, testing, the flu and fatigue during the holidays. Nearly **200** employees attended.

Onsite flu shots at 4 locations were offered this year and **86** employees took advantage of the benefit.

Continued on next page.

*Participant in COVID-19 Fatigue webinar
“This webinar helped me to understand some things about my own behavior related to COVID-19. It also gave me some ideas of how to push past this point. Well done presentation.”*

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Benefits: Improved Access During Financial Hardship

To make it easier for employees to apply for Emergency Family Medical Leave Act (EFMLA), Benefits developed an **online EFMLA form**.

Unfortunately, some families experienced financial hardship and, in accordance with the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Employee Benefits administered changes to the deferred compensation plans to **allow a Coronavirus-Related Distribution** and increased loan limit.

In accordance with IRS and Department of Labor guidance, Employee Benefits allowed a **one-time special enrollment period** in which employees could elect to change an existing or open a new Healthcare Flexible Spending Account (FSA). This gave employees the flexibility to change the amount withheld for their FSA. Staff was glad to be able to support the 84 employees who took advantage of this opportunity.

Due to COVID-19 and to ensure the safety of all employees, **the biometric screening requirement (lab work) was waived in 2020.**

The **Families First Coronavirus Response Act**, developed in April, was the Congressional response to coronavirus (COVID-19), designed to provide free COVID-19 testing, paid sick leave, and an expansion of the current Family & Medical Leave Act (FMLA).

Effects of Social Distancing

The pandemic did not alter the County’s need to fill positions but it did alter the way the County could interview and onboard new hires.

HR’s Workforce Strategy group continued to provide uninterrupted assistance to hiring managers for recruitment, designing job-specific postings, and posting positions to the website.

In most cases, hiring managers interviewed applicants remotely or virtually. Workforce Strategy created the **Remote Interviewing Options** resource guide for hiring managers and assisted in remote interviews.

New employees have to be vetted through a criminal background check which requires fingerprinting. Criminal **background checks were transitioned** to a private provider in the beginning of April.

Social distancing requirements impacted the in-person **New Employee Orientations**. This was yet another opportunity to make adjustments.

The Organizational and Talent Development team, in collaboration with other Centers of Excellence, introduced an enhanced New Employee Orientation on a Zoom virtual platform. The session was condensed to 3.5 hours (from 8 hours) while keeping an engaging and informative format. Additionally, a **new employee welcome web page** was created to help integrate our new employees into Pinellas County and its culture.

New Employee Orientation Survey Comment
“The most organized application and interview process I’ve participated in. Quick responses to all of my questions was very appreciated.”

1,500+
hits on the new employee welcome page since inception

New Employee Virtual Orientation, December 7, 2020





Learning Heroes: Promote. Share. Influence.

Organizational and Talent Development (OTD) announced the formation of a learning liaison group of **80 Learning Heroes** who help promote learning and development throughout the County.

Learning Heroes are a diverse group of leaders-in-place who take charge of their learning journey and **inspire** others to do the same. They **promote** learning and participation in educational goals within their sphere of influence.

To discover possible employee retention issues, Employee Relations sent:

2,000

Stay Interview
Surveys to
employees

36%
response rate

Key Services Delivered: Collaboration

Maintaining Core HR Functions and Relationships

Customer response and key service functions continued during the pandemic.

- **Supported departments** with Employee Voice Survey follow-up including conducting climate assessments and focus groups
- **Adapted mediation and investigation procedures**, leveraging online platforms and complying with social distancing requirements
- **Produced data analytics** and dashboards on request from departments
- **Collaborated** with the County Attorney, the Clerk's Office, County Administration, the Property Appraiser and others relative to compensation analysis and review, and reorganizing structure and hierarchy.
- **Performed Annual Market Study** pay structure adjustments and general pay increases for FY21
- **Negotiated contracts** with vendors for vision benefits, Flexible Spending Accounts, short and long term disability coverage and FMLA contract and policy, effective January 1, 2021.

Benefits Advisory Committee

The Benefits Advisory Committee was formed to develop recommendations which may enhance the benefits portfolio to appeal to all employee demographics for both recruitment and retention, supporting our mission to be a top-tier employer and the place everyone wants to work. There are participants from each Appointing Authority, Human Resources, and the Employees' Advisory Council.

Comment on Employee Relations Customer Service Survey
"Employee Relations members are always the ultimate professionals. They are responsive, compassionate, and invested in assisting our department whenever needed."

96.9%
positive response to satisfaction survey question
"Employee Relations staff treated me with dignity and respect."

Building Relationships and Reputation

Communications and Outreach employed an informal network of **internal communications contacts** to reach employees working in the office, remotely or in the field.

With their partnership, the team has been able to share important reminders, initiatives and assistance to promote the popular **#MaskUpPinellas** campaign featured in the July *Pen* newsletter. Photos throughout this report are from the **#MaskUpPinellas** campaign.

Similar relationship successes have been achieved through partnerships including Volunteer Site Coordinators, Wellness Champions, the Workforce Connections Committee and Learning Heroes.

Key Services Delivered: Creative Recruitment

In-person and Virtual Career Fairs



County's First Career Expo

As a result of Workforce Connections Committee's initiative, **the first Pinellas County Government Career Expo** was held on February 4 to attract qualified, talented and diverse candidates and to position Pinellas County as a top choice employer in the Tampa Bay region. Nine Appointing Authorities were represented and there were **over 550** participants.

22 Expo attendees were hired during 2020.

Comment on Career Expo Survey

"This is the first Expo I have attended. I have been in couple of job fairs in Tampa and this one has been the best by far. I feel pretty hopeful! Thank you!"

Virtual Trades and Vocational Talent Session with PTC

The Workforce Strategy team created and delivered a successful Virtual Information Session for Trades and Vocational Talent in partnership with Pinellas Technical College in August. Representatives from the Department of Administrative Services,

Parks & Conservation Resources, Public Works and Utilities showcased current and future hiring needs to **50** attendees via the Zoom platform.

Regional 9-1-1 Meet & Greet

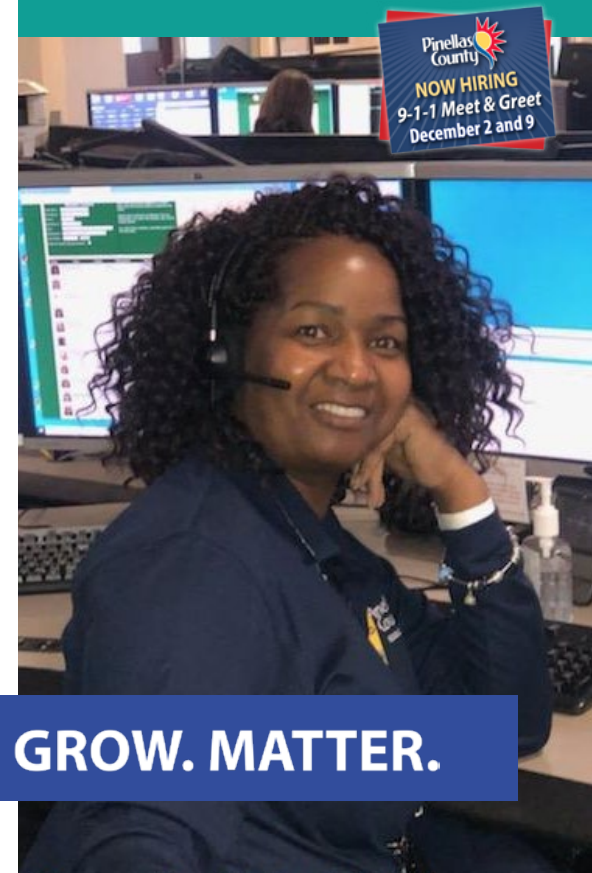
In December, Workforce Strategy, in partnership with Regional 9-1-1, hosted two virtual information sessions to promote the Law Enforcement Telecommunicator hiring opportunity. Interested candidates learned directly from the hiring manager about the application and hiring process, on-the-job training, and career progression with Regional 9-1-1.

There were **37** attendees. Of those, **15** applied for the position and **4** received offers of employment.

22

hired from the February Career Expo

Participant at Meet and Greet "The 9-1-1 Meet and Greet made me even more excited to apply. Thanks so much for the knowledge."



WORK. GROW. MATTER.

260

entries in the Colors of Pinellas Art Show



Employee Michael Madison (Property Appraiser's Office), First Place, Amateur photography for 5th and Elm

"I'm thrilled folks loved my photo!"

More Services Delivered

On-Demand Total Compensation Statement

Employees now have on-demand real time online access to their Total Compensation Statement via OPUS. This feature became available on September 21 and has been utilized by over 800 employees to date.

This conversion resulted in a cost savings of \$60,000 by not utilizing an outside vendor as well as eliminating the costs of printing and mailing the statements to employees.

800+

employees have viewed their real time Total Compensation Statements

Virtual Colors of Pinellas Employee Art Show

With 260 entries — a record number — from all over the Unified Personnel System and other government entities such as the Sheriff's Office, the State Attorney's Office, and the Medical Examiner, the virtual Art Show was a great success. The goal of the Art Show is to engage and build our community of employees, volunteers, interns, retirees and their families.

3,792

Wellness Program activities completed (incentive and non-incentive, active employees/spouses)

Volunteer Services¹

- Continued regular communication with volunteers to show support during this challenging time
- Continued to provide online training and onboarding for volunteer site coordinators
- Assisted in obtaining volunteers for COVID-19 testing sites and election season
- 1,134 volunteers and interns contributed a combined total of 116,118 hours of service. Of that total, 56 interns contributed 3,619 hours of service.

1,134
volunteers and interns

116,118
hours contributed

Wellness

Expanded education opportunities providing a broader range of subject matter, and provided it in a virtual setting. Virtual offerings included:

- 77 employees attended the first installment of the *Behind the Belly Button* series about the importance of digestion
- Offered 7 virtual plant-based cooking classes attended by 138 employees
- 91 employees attended the 4-part virtual *Living Paycheck to Purpose*

Behind the Belly Button participant
"Thank you for teaching me more about how my body works! I'm looking forward to the next class and hope it's not too far away so I don't forget what I've just learned."

¹ The Volunteer Program suspended due to COVID-19 in March; offered in limited capacity July through December.

- *Waistlines and Wallets* combined financial and mental health coaching to reduce holiday stress for **61** attendees

32 Customized Learning Opportunities

OTD offered twice the number of customized learning opportunities from FY19 which helped employees up-skill, re-skill, and new-skill on various topics.

OTD launched the kickoff of a **new leadership development program** (*Discover the Leader in Utilities*) to address employee development and succession planning specific to Utilities for **55** participants.



New Learning Offerings

- Assertiveness: Asking Firmly & Fairly
- Diversity & Inclusion in the Workplace
- Microsoft Excel Charts & Pivot Tables
- Microsoft Teams Tips & Tricks
- Power of Accountability
- Tuition Reimbursement Made Easy



Workforce Strategy

- **424 hires** from January 1 to December 31.
- During the height of the pandemic, Pinellas County beaches were fully staffed with **28** lifeguards.
- **333 Supervisor of Elections temporary workers** were hired in September and October.
- Commenced **first paid internship program** by fostering a partnership between Public Works and Pinellas Technical College and welcomed 3 students on October 5 to part-time internships in the Traffic Engineering and Landscape Services departments.

Carla Mitchell, Pinellas County Public Works
*“In fall 2020, Pinellas County Public Works announced its internship program to Pinellas Technical College (PTC). The **Public Works Internship Program** allows the students in this industry-specific educational program to secure select paid internships in a professional and innovative Public Works environment for a full semester. The interns are exposed to hands-on experiences and introduced to the tools of the trade, technical procedures and safety practices. The team collaboration between Public Works, Human Resources and PTC resulted in a very dynamic program and successful inaugural year.”*

Competency Framework Introduction

A competency framework was introduced to enable leadership to successfully align employee’s skills, capabilities, and knowledge with organizational priorities, resulting in business improvement and efficiencies. A well-structured and well-designed competency framework plays a key role in accomplishing organizational goals in line with both the mission and vision.

More specifically, competencies ensure that:

- Clear expectations are set
- A shared language is created
- Skills gaps are addressed
- Employee mobility, organizational change, and shaping of the organization’s culture are fostered

Also, the competency framework was integrated into our learning structure to help guide employees in making better decisions about courses.

UPS Demographics 2020

Appointing Authority	Encumbered (Filled) Positions
Business Technology Services	135
Clerk of the Circuit Court	486
County Administrator	1,995
County Attorney	34
County Commissioners	9
Forward Pinellas	17
Human Resources	34
Office of Human Rights	10
Property Appraiser	125
Supervisor of Elections	42
Tax Collector	264
Total	3,151

As of 12/31/2020. Excluded: elected officials, casual and contingent staff.

Equal Employment Opportunity (EEO) Job Categories*	% by EEO category
Professionals	24.1%
Administrative support (including clerical and sales)	17.0%
Technicians	18.2%
Paraprofessionals	11.7%
Officials and administrators	11.1%
Skilled craft workers	10.2%
Protective service workers	4.1%
Service/maintenance	3.7%
Unspecified	1.9%

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



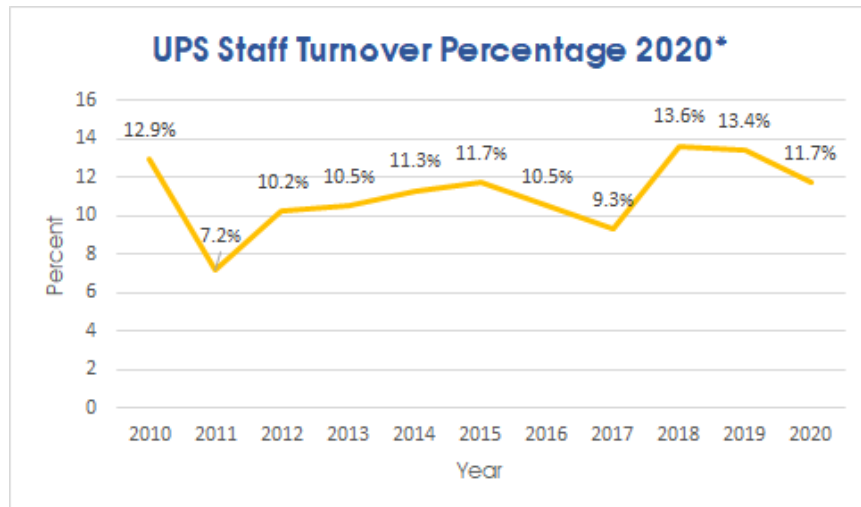
Gender and Age

Age Group	Male	Female	Total	% Total
Under 30	139	119	258	8%
30 - 39	322	313	635	20%
40 - 49	370	314	684	22%
50 - 59	534	501	1,035	33%
60 & Over	269	270	539	17%
Totals	1,634	1,517	3,151	100%
Average Age	48	48	48	

Race/Ethnicity	UPS 2020	UPS 2019	PC Census 2018*
White (Not Hispanic or Latino)	75.3% ↓	75.7%	73.7%
Black or African American (Not Hispanic or Latino)	14.3% ↓	14.6%	9.9%
Hispanic or Latino	5.9% ↑	5.7%	10%
Asian (Not Hispanic or Latino)	2.3% ↑	2.1%	3.3%
American Indian or Alaska Native (Not Hispanic or Latino)	0.3%	0.3%	0.2%
Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	0.1%	0.1%	0.1%
Two or More Races (Not Hispanic or Latino)	0.8% ↑	0.6%	2.7%
Not Specified	1%	0.9%	0.1%

*Pinellas County community demographics. Source: Census Reporter, 2018, <https://censusreporter.org/profiles/05000US12103-pinellas-county-fl/>

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



*Includes resignations, terminations, and retirements.

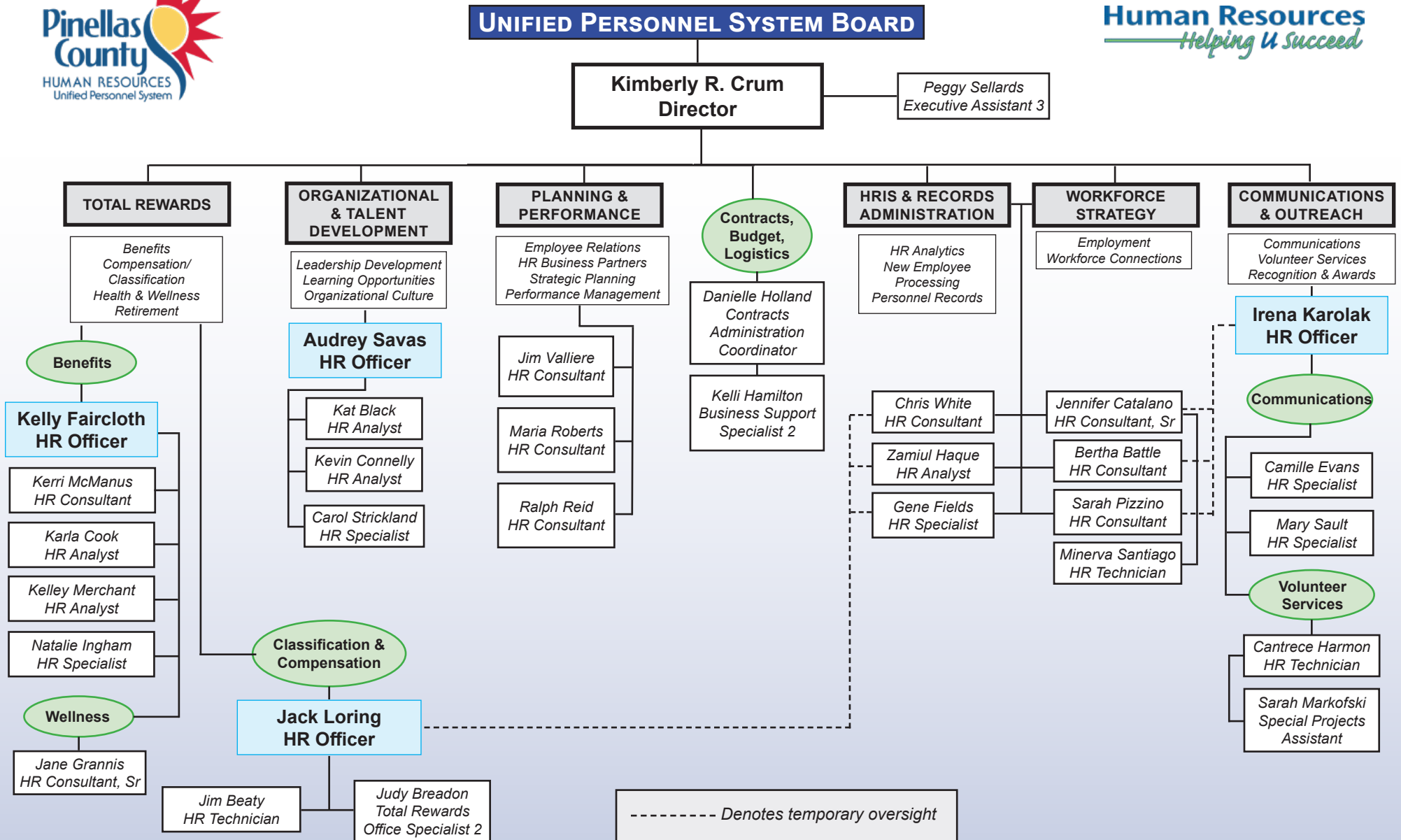
800+
employee change-of-status transactions processed by HRIS, including promotions, new hires, salary changes and terminations





Human Resources Organization Chart

Human Resources
Helping U Succeed



----- Denotes temporary oversight

Current filled full time employees = 31
 Current part time employee = 1
 Approved full time positions = 36.4

UPS Board

As of December 31, 2020



Dr. Ricardo Davis

*Chair
Personnel Board
Appointee*



Joan M. Vecchioli

*Vice-Chair
Elected Officials
Appointee*



Jeffery Kronschnabl

*Board of County
Commissioners Appointee*



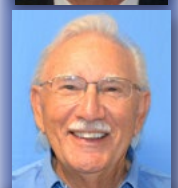
Peggy O'Shea

*Elected Officials
Appointee*



Kenneth Peluso

*Board of County
Commissioners
Appointee*



Paul Rogers

*Employees' Advisory
Council Appointee*



William A. Schulz II

*Employees' Advisory
Council Appointee*

Appointing Authorities



Jeff Rohrs

*Chief Information Officer
Business Technology
Services*



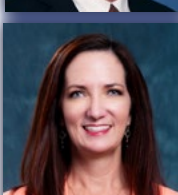
Ken Burke

*Clerk of the Circuit Court
and Comptroller*



Barry A. Burton

*County Administrator
Board of County
Commissioners*



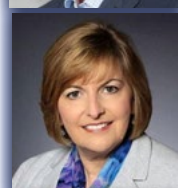
Jewel White

County Attorney



Whit Blanton

*Executive Director
Forward Pinellas*



Kimberly R. Crum

*Director
Human Resources*



Paul Valenti

*Director
Office of Human Rights*



Mike Twitty

Property Appraiser



Julie Marcus

*Supervisor of
Elections*



Charles W. Thomas

Tax Collector

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

The Appointing Authorities:

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

Contact Information

Administration

Director's Office, (727) 464-4028, humanresources@pinellascounty.org

Contracts, Budgets and Logistics, (727) 464-3367, humanresources@pinellascounty.org

Total Rewards

Benefits, (727) 464-4570, employee.benefits@pinellascounty.org

Wellness, (727) 464-4049, wellness@pinellascounty.org

Classification and Compensation, (727) 464-3367, pay.class@pinellascounty.org

Communications and Outreach

Employee Communications, (727) 464-3367, employee.communications@pinellascounty.org

Volunteer Services/Internship Program, (727) 464-8477, volunteers@pinellascounty.org

HRIS and Records Administration

(727) 464-3367, humanresources@pinellascounty.org

Organizational and Talent Development

(727) 464-3796, learning@pinellascounty.org

Planning and Performance

Employee Relations, (727) 464-3506, employee.relations@pinellascounty.org

Workforce Strategy

Employment, (727) 464-3367, jobs@pinellascounty.org

One Team Working Together

Pinellas County Human Resources

400 S. Fort Harrison Avenue, Clearwater, FL 33756

(727) 464-3367

humanresources@pinellascounty.org

www.pinellascounty.org/hr

Human Resources
Helping U Succeed