

Human Resources

Helping U Succeed



Pinellas County Human Resources 2018 Annual Report

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Vision

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

Mission Statement

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

Values

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

- Credibility
 - ◆ 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

Government Structure

Pinellas County is a Charter County of the State of Florida providing a full range of government services. Municipal services are provided to the unincorporated areas of the County within the Municipal Services Taxing District.

The Board of County Commissioners is the legislative body for Pinellas County Government. Three Commissioners are elected at large but live in specific districts; four Commissioners are elected from single-member districts.

The Constitutional Officers of the County are the Clerk of the Circuit Court and Comptroller, the Property Appraiser, the Sheriff, the Supervisor of Elections and the Tax Collector.

The Unified Personnel System

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

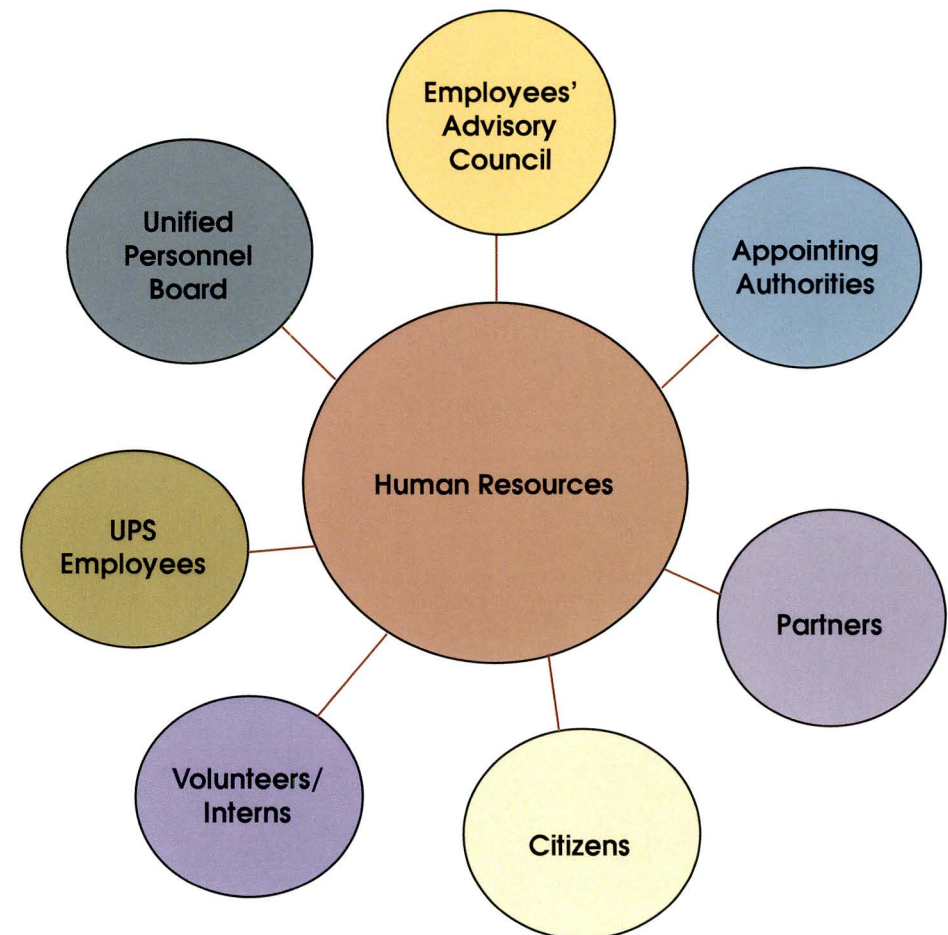
The Appointing Authorities are:

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

At the close of 2018, the UPS had 3,067 employees (2,390 classified and 677 exempt).

The Unified Personnel Board

The Unified Personnel Board was established in 1975 via the Pinellas County Unified Personnel System (UPS) Act enacted by the Florida Legislature. The purpose of the Board is to provide guidance, oversight and support to the management of all Human Resources functions.



Human Resources serves to balance the needs of many different stakeholders while maintaining a perspective on overall organizational health, people and performance.

Human Resources Department

Human Resources' organizational structure continues evolving to meet the service needs of our customers. Our Centers of Excellence (CoE) work in synergy to contribute to all aspects of the department's mission. Service excellence is the hallmark of our strategic priorities, programs, processes and day-to-day operations. We believe in truly listening, honestly evaluating and positively moving forward using best practices of reciprocal communications with our employees, partners and customers.

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

- **Communications and Outreach [C&O]** (*Website, Publications, Volunteer Services*) Communications provides counsel and tools for effective messaging for all the Centers of Excellence. Products include: the HR website, surveys, newsletters, email blasts, videos, employee stories, and the Colors of Pinellas Art Show. Volunteer Services provides support to all County departments in recruiting and managing interns and volunteers.
- **Human Resources Information Systems and Records Administration [HRIS]** (*Personnel Records, New Employee Processing, HR Analytics*) HRIS supports all of the Centers of Excellence and the department as a collective. Maintaining data accuracy is key to the evaluation of our transaction-driven processes and to the enterprise as a whole.
- **Organizational and Talent Development [OTD]** (*Learning Opportunities, Leadership Development, Organizational Culture*) Organizational and Talent Development supports, develops and accelerates learning in order to build agile and responsive organizations with the capability they need to execute their chosen strategy. Staff designs customized learning solutions.
- **Planning and Performance [P&P]** (*Employee Relations, HR Business Partners, Strategic Planning*) Planning and Performance handles HR Strategic Planning and prioritization of efforts, Human Resources Business Partnerships and Employee

Relations. These focuses are designed to further the mission of HR by increasing organizational effectiveness, enhancing positive leverages and diminishing obstacles for people and systems.

- **Total Rewards [TR]** (*Benefits, Classification and Compensation, Wellness*) The purpose of the Total Rewards program is to align rewards programs with our strategic initiatives in order to attract, retain, and engage our employees through equity, transparency and education about benefits, compensation, wellness and other rewards. Total Rewards fosters an environment where employees feel valued through fair and competitive compensation, quality reward programs and benefit plans, and increased well-being via wellness initiatives.
- **Workforce Strategy [WS]** (*Employment, Talent Acquisition Strategy*) Workforce Strategy provides innovative, responsive, fair, and consistent recruitment services to County departments, employees, and job applicants to ensure that the County employs and retains a talented and diverse workforce that delivers essential services to the public.

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 CoEs, and the Business Partners.





Holly Schoenherr, PhD., SHRM-SCP,
Director of Human Resources

I am so proud of the accomplishments of the Human Resources team, both individually and collectively, that are reflected in our 2018 Annual Report. There is a caring and talented HR team in place that is committed to our values of credibility, respect, fairness, and service. Many of our accomplishments would not have been possible without the partnership of our key stakeholders, including Appointing Authorities, the Employees' Advisory Council, the Unified Personnel Board, community members, and many employees across numerous County departments.

This has been a year of growth for Human Resources. Early in the year, our 2018-2020 Strategic Plan was officially adopted and provides focus for our work around four priority areas:

- ♦ Diverse workforce
- ♦ Talented workforce
- ♦ Engaged workforce
- ♦ Prepared to effectively serve

We recognized early on that staying true and committed to these priorities would require us to look differently at the services we provide and the way in which we provide them. It has required change and working with key stakeholders to challenge the status quo and make advances that will benefit employees for the long term. We celebrated success and learned from failures. In the following pages, you will see many examples of the progress that has been made toward advancing our mission.

More than lip service...

Cultivating a truly diverse and inclusive workforce requires ensuring an environment where alternative perspectives can be respectfully shared and considered. In 2018, the Human Resources team invested time in learning about behavioral competencies that are important to bring our Strategic Plan to life ... change and growth.

One of those competencies is giving and receiving critical feedback, which is essential for a culture of accountability and continuous improvement. Fostering "healthy conflict" requires creating safe spaces where individuals trust that they can share an unpopular or unconventional perspective without negative repercussions.

These values have become particularly evident as we worked together with our key stakeholders to implement Phase I of the Classification and Compensation Study, one of the most significant and complex undertakings of the Human Resources Department in recent history. While the Study itself included assessment and market comparisons for all classified and exempt positions within the Unified Personnel System, Phase I implementation has focused on classified positions. A new classification system was adopted by the Personnel Board, and pay adjustments were implemented to address classifications compensated behind market, bringing employees to the minimum of their new pay grades, and addressing resulting pay compression.

A study of this magnitude naturally results in disruption to familiar ways of thinking about how jobs and pay are structured. Managing expectations and communications were, and will continue to be, arguably the most challenging tasks. As we move forward, Human Resources will continue to act in accordance with some key principles:

- ♦ It's important for employees to have opportunities to ask questions and convey areas of disagreement or misunderstanding.
- ♦ Considering the magnitude of the work and the number of positions affected, it is important to establish fair and effective processes and address concerns in a consistent way.
- ♦ There are always ways to improve the process, and HR is listening. (*See page 10, Platforms for Engagement.*)

As you review our accomplishments for the year, I ask that you keep in mind the level of change, development, and growth that has taken place within Human Resources and across the County to bring these efforts to fruition and move us along our vision to position Pinellas County Government as a top-choice employer in the Tampa Bay region.

Strategic Focus Areas

1. Diverse Workforce: Diverse and Inclusive Culture

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

Diversity encompasses similarities and differences between individuals, accounting for all aspects of one's personality and individual identity.

Inclusion involves each person in an organization so that they feel welcomed, respected, supported and valued as a team member.

While diversity provides the *potential* for greater innovation and creativity, inclusion enables organizations to *realize the business benefits* of this potential.

2. Talented Workforce: Learning Culture; Innovation and Creativity

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

Building a learning culture provides a community of workers the opportunity to thrive with a growth mindset. Organizational partnerships thrive when feedback is welcomed in all directions (up, down and across) to create improvement and diminish barriers for efficiencies and effectiveness.

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

Engaged employees have pride in their organization and its mission and are deeply committed to its success. The positive engaged environment focuses on every stage of the employee lifecycle, from attraction, to hiring, to retaining, to promoting, to retirement.

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

Preparation from a holistic perspective involves emotional, mental, and physical preparation, with programs, processes, and resources to support all aspects of health and well-being.

Preparation for service involves individual, workgroup, departmental and organizational alignment towards the common overall mission and strategic priorities while demonstrating core values in everyday practice.

Workforce Connections

The **Workforce Connections Committee (WCC)** continued to host representatives from all of the Appointing Authorities to share information, hear innovative ideas and collaborate on our common goals of recruiting and retaining talented, engaged and diverse workers ready to serve the citizens of Pinellas County. The Committee's bi-monthly meetings are structured around the concepts of recruitment, retention and partnership in an effort to reach a diverse population and fill hard-to-fill positions.

Hard to fill positions

The concept of developing a pipeline of candidates has been a key focus for the WCC, especially as it relates to the filling of hard-to-fill positions. These positions are typically trade based, which is common across both the public and private sectors as there has been a lack of individuals going into the trade fields.

- ◆ Implemented formalized internship program between Pinellas County Animal Services and Richard O. Jacobson Technical High School at Seminole to provide hands-on educational opportunities and inspire careers in public service.

- ◆ Formed partnerships with colleges, technical schools, high schools and community groups, including Pinellas Technical College, Richard O. Jacobson Technical High School at Seminole, the University of South Florida, and St. Petersburg College
- ◆ Encouraged the use of trainee positions in departments and filled 7 positions with a "trainee." We continue to encourage the use of that classification.

2018 recruitment

In 2018, our recruitment efforts focused on an advertising campaign designed to steer people to our career page whether they were active or passive job seekers.

- ◆ Attended 23 job fairs and community events and increased our online presence through social media.
- ◆ Designed handouts focused on all of the career opportunities and the generous benefits available to potential employees.
- ◆ Performed targeted outreach to colleges and professional and trade organizations to create student interest ahead of graduation.
- ◆ Identified need for job shadowing and increased internship/externship opportunities.

- ◆ Attended community events promoting employment opportunities with Pinellas County Government such as the St. Pete Pride Festival and the Clearwater Community Festival.

What we learned

We identified two particular populations as needing more attention in recruiting: Hispanic and millennial populations.

- ◆ Developed a relationship with the Hispanic Outreach Center and Lealman and Asian Neighborhood Family Center and advertised in *7 Dias*, a Spanish periodical in the region. Additionally, we identified a need to increase multicultural print and began translation of recruitment postcards in Vietnamese and Spanish to facilitate diversity in recruitment.
- ◆ Hosted representatives from both community centers and brainstormed ways to break through language barriers.
- ◆ Identified need to form partnerships with churches and other organizations to further our outreach.

Continued next page

Did you know ...

- ... the Workforce Strategy CoE recruited for and filled 494 positions in 2018?
- ... received 21,000 applications?
- ... attended 23 community events?

Workforce Connections - continued from previous page.

Millennial recruitment

Millennials are one of two underrepresented populations in our County workforce. (See *Gender and Age graph on page 18.*) Research has demonstrated that in order to attract the millennial population, social media is vital. In order to do this, we:

- ◆ Increased our presence on LinkedIn and developed a presence on Twitter, Instagram and Facebook.
- ◆ Created engaging leads in our job descriptions to describe the culture and the impact of the position as well as adding pictures to make the job postings more attractive.
- ◆ Utilized collegiate websites to post internship and job opportunities available to college students and recent graduates.

An Inclusive Workplace

Achieving positive outcomes from workplace diversity and inclusion results from building a culture where everyone feels valued, heard and able to contribute. The entire organization and community benefits from everyone's ideas, skills and engagement; therefore, building an inclusive workplace is a strategic priority in our Strategic Plan.

Creating an inclusive workplace is a large all-encompassing endeavor. To be fully impactful, it involves all aspects of how business is carried out: mindset of employees, education of employees, processes, policies, practices, organizational structure, and organizational culture.

Four strategies for creating an inclusive environment are in progress:

- ◆ Policy Review Team (policies/practices)
- ◆ Education
- ◆ Forming a Diversity and Inclusion Steering Committee
- ◆ Benchmarking (biennial Employee Voice Survey)

I have always felt strongly about public service through my time spent in Student Government and other volunteer positions.

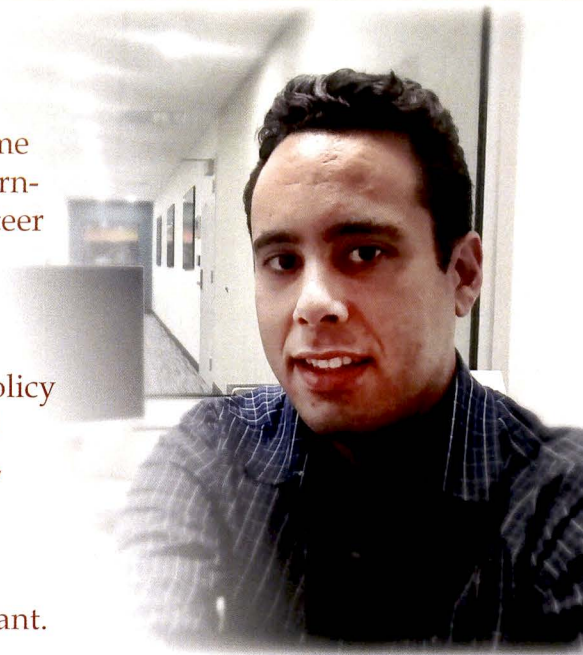
As a college student focused on earning a Bachelor's in Public Policy and Administration at St. Petersburg College, I was excited to start applying what I had learned and begin my career as a public servant.

Upon graduating however, I found it difficult finding a full-time job in government. For the next three and a half years, I remained determined to enter the career field in which I had developed such a strong interest.

The start of my career would not have been possible had it not been for staff members of the Workforce Strategy team taking the time to listen and provide guidance when I needed it the most.

Today, I work as an Office Specialist in the County Commissioners' Office, providing constituent services through the dissemination of valuable information, by connecting citizens to important services, working to fulfill citizen requests, and assisting with implementing the goals and initiatives that the Board sets as a whole.

Dustin Guinta
Office Specialist
Board of County Commissioners



Human Resources
Helping U Succeed

Leadership Development

One of HR’s commitments for 2018 was to introduce a new framework for leadership development.

Research tells us that leadership programs are an effective way to engage employees, help ease the chain of succession and make employees feel more connected to the organization. Leadership learning can also help re-motivate, build relationships and give employees the knowledge to take on new roles or to solve old problems in new ways.

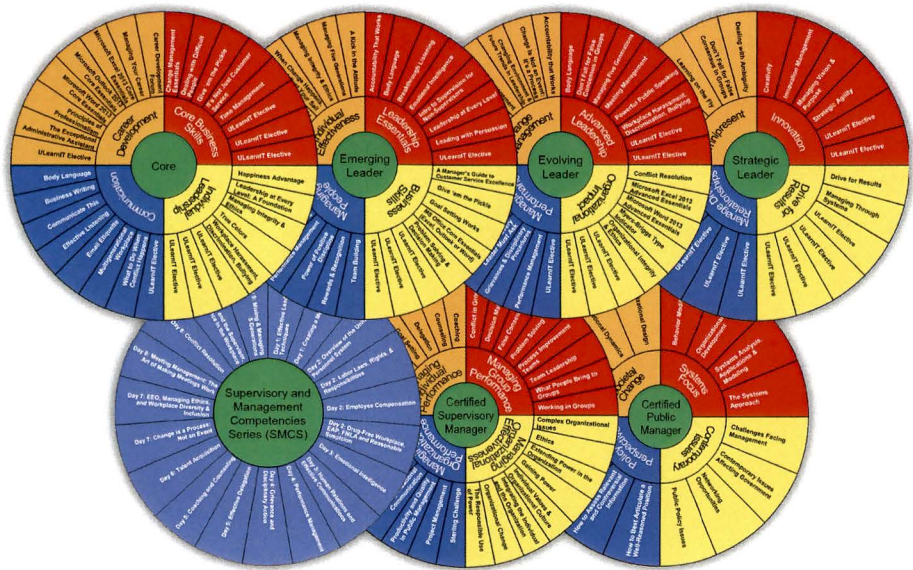
I plan on applying this to my developing leadership path. I want to grow within the County and the best way for me to meet that goal is to learn as much as I can, so I can apply it to every day functions.
Anonymous, from course evaluation, Dealing with Difficult People

To address this we launched a new structured framework for driving leadership growth entitled **Learning Paths**. These Learning Paths offer a sequence of activities and resources designed to support all learners as they build their knowledge and skills progressively over time. The paths are flexible and blended by design and include a mix of instructor-led and self-paced learning from ULearnIT (courses, videos and books).

There are seven Learning Paths:

- 1. Core
- 2. Emerging
- 3. Evolving
- 4. Strategic
- 5. Supervisory & Management Competencies Series (SMCS)
- 6. Certified Supervisory Manager (CSM)
- 7. Certified Public Manager (CPM)

The Learning Paths also help supervisors identify and discuss how employees can best grow each competency, whether through instructor-led, self-study or a blend of the two in addition to job-based assignments. This is a crucial part of planning for growth and development, ensuring commitment and integration into their work responsibilities.



Did you know ...
... the Organizational and Talent Development CoE initiated **43 new instructor-led learning opportunities** to sharpen employee skills, knowledge and abilities?

Tuition Reimbursement

Pinellas County believes that the employees are its greatest resource and offers programs that invest in their development. The Tuition Reimbursement Program provides a way for eligible Pinellas County employees to advance, improve or acquire a new skill-set for promotion within their department, to advance across the organization, or to improve at their current job.

In FY2018, our employees increased their participation in the program by 28% resulting in a corresponding dollar increase of just under \$24,000. During the FY2018, the average reimbursement per participants was \$1,200. Overall, \$182,327 was spent in FY2018 on the program.

Customized Organization Development

The Planning and Performance and Organizational and Talent Development CoEs offered customized development in organization development intervention as a result of employee grievances, performance issues and requests for assistance as metrics and impacts demonstrated needs in parts of the organization.



The **Tuition Reimbursement Program** is an awesome benefit and I feel very lucky to work for a company that provides such a thing for its employees. Having such a program made it easier for me to decide to go back and finish my degree.

Dontel Green

*Transportation Systems Tech 2
Public Works, Transportation Division*

Platforms for Engagement

In 2018, HR interacted with, set up or re-energized platforms to engage UPS employees.

Workforce Connections Committee - Continued to hold bi-monthly meetings with representatives from each of the Appointing Authorities.

Volunteer Site Coordinators - Enhanced support by developing additional resource guides aimed to help our site coordinators better manage volunteers.

Internship Coordinators -

- ♦ Created resource tools to prepare departments across the UPS to host interns.
- ♦ Formalized internship opportunities between the County and local schools and colleges resulting in increased internship opportunities.

The EAC - The Employees' Advisory Council representatives and delegates interact throughout the year with the Director, the Leadership Team and staff to discuss key issues brought forward from multiple perspectives on topics meant to improve the overall employee experience within the Unified Personnel System.

Wellness Champions - Instituted monthly email updates, and held two countywide meeting for Champs and their supervisors to educate and to recognize excellence.

Hiring Managers - Worked with hiring managers to establish engaging language and to encourage them to consider working titles vs. classification titles in the advertisement of positions. We also included hiring managers at job fairs in the community.

The Colors of Pinellas Employee Art Show - A different vector for engagement which includes employees and their families, celebrating diversity and our differing views of the world. A large percentage of the participating artists this year were new to the event, many of whom were new employees.

Employee Newsletters - HR staff requested employee engagement via "In Our Own Words" and "Tell It Well" monthly features, and invited employees to submit stories and ideas, resulting in over a dozen submissions



and ideas which were developed into articles about employees.

Surveys - Conducted a Benefits Satisfaction Survey, satisfaction surveys for the *To Your Health* and *The Pen* newsletters and for wellness programs, and instituted an online HR Customer Satisfaction Survey.

Business Partners - Human Resources Business Partners serve as a liaison between Appointing Authorities and the HR Department. Business Partners work to understand business needs of their partners and act as a conduit for information. In addition, the relationship works to enhance strategic decisions across the organization to enable effective and efficient services in a positive environment. The HR Business Partners are employee relations' specialists who prioritize building healthy engagement practices.

Bright Idea Award - Employees saved the County about \$60,000 with their cost-saving ideas and were awarded cash under the Employee Suggestion Award Program.



Pinellas County
BRIGHT IDEA AWARD

Employee Suggestion Award Program

The **volunteer program** is an amazing experience. It helped me learn everything I know about Criminal Court Records. I got to meet some amazing people and now I am a permanent employee with the Clerk's office, all thanks to the volunteer program.

Carmen Perez

Records Specialist 2

Criminal Court Records, Clerk of the Circuit Court and Comptroller

Did you know ...

... 1,554 volunteers contributed 203,358 hours in 2018, saving the County over \$5 million?

... 50 interns contributed 6,611 hours in 2018, an increase of 20% over 2017.



Did you know ...

... Volunteer Services increased its presence in the community by attending 10 volunteer and intern fairs?

My **internship** was a continuous, positive, educational experience. Professional staff treated me like a true team member because the projects were meaningful, and I was given real ownership of tasks and ideas. The experience bolstered not only my skill sets and confidence but affirmed a career interest in natural resources and public service.

Matthew Hill

Tree Trimmer 1

Stormwater and Vegetation Division, Public Works



Strategic Focus Area 4: Collaborate with our partners and customers to design responsive programs, provide progressive solutions, and deliver exceptional services.

Preparing Supervisors

The Supervisory & Management Competencies Series (SMCS) is designed to develop leadership skills with proven techniques that will increase productivity and develop people skills for both the new manager and the experienced veteran. It is required for all newly hired or promoted supervisors. Participants meet one day a week for nine consecutive weeks. At the end of this series, participants should be able to:

- ◆ Demonstrate the necessary knowledge, skills and behaviors to increase effectiveness in a managerial role
- ◆ Apply strategies to deal with supervisory difficulties and challenges and manage employees effectively
- ◆ Promote superior employee performance, achieve goals and objectives and project a competent, confident and professional image

In 2018, OTD recalibrated offerings in SMCS that develop and nurture future leaders who are accountable, who champion our values and who inspire the best in their colleagues.

OTD also created a SharePoint platform for participants to manage course information, the annual calendar and documents such as PowerPoint presentations, self-assessments and other handouts.

With 75 enrolled, all SMCS classes were full in 2018, with a wait list.

Flexible and Accessible “Always On” Learning

OTD focuses on helping employees further their education and advance their career in a challenging and fulfilling manner.

Always On means access to learning any time, any place, any path, any pace.

To provide options for self-directed learning, anytime, anywhere, at the point of need and/or instructor-led courses, OTD rolled out ULearnIT's new and effective **self-paced delivery options** for real (soft) skills with 24/7 unlimited access to comprehensive e-learning libraries, courses, videos, recorded live events and digital books.

All learning through ULearnIT focuses on timeless leadership exercises and ideas useful for anyone, in any position, at any organization.

Employee Well-Being

The Wellness Program integrates education, incentives and wellness tools that support employees in overall health improvement, strengthen workplace morale and increase productivity. Just a few of the exciting successes the Wellness Program experienced were:

- ◆ Record-breaking participation in the wellness learning series
- ◆ Updated fitness equipment for the Wellness Center
- ◆ Improved the TrackThis! portal to make it more user-friendly
- ◆ Created new partnerships with municipalities to offer employees recreation center discount programs closer to their homes and work places



Did you know ...

... 2,160 employees were involved in professional development programs to help them build the right skills and competencies for success?

... 282 users participated in ULearnIT to access online learning and completed 341 videos, courses and resources in 678 hours, an increase of over 13%?

Enhanced Communications

Our staff believes to effectively serve our employees we must listen, evaluate and implement best practices of two-way communication with employees, stakeholders and customers.

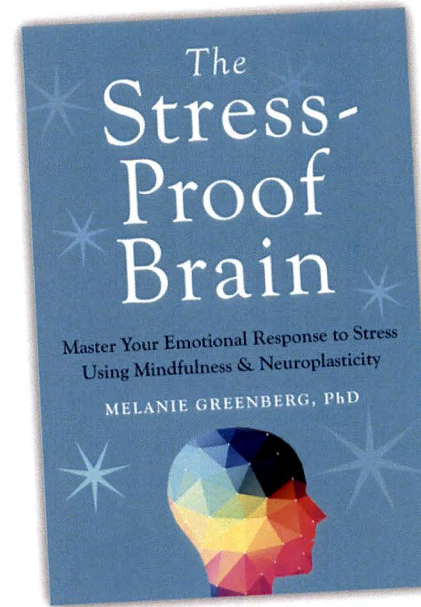
Listening and Evaluating

Human Resources is always evaluating ways we can effectively communicate to vast groups of employees so they are able to identify and focus on the right information to make the right decision. The channels include face-to-face, emails, webinar and home mailers.

Enhancing Communication

- ◆ Benefits and Wellness increased the use of webinars and web and mobile-based applications
- ◆ Added a GoToMeeting webinar option to on-site learning opportunities
- ◆ Utilized GoToMeeting webinar platform for streamlined and more easily accessible wellness champion on-boarding and training
- ◆ Partnered with Business Technology Services to make ongoing improvements to the Wellness activity registration, tracking, and evaluation
- ◆ During Benefits Annual Enrollment, in addition to home mailers, in-person information sessions, and web- and email-based information sharing, Total Rewards added two live webinars to give employees a more convenient method to reach out and get questions answered.

Responsive Wellness Programming



Stress is the reason for many of my illnesses that I'm taking medication for. I'm not alone and can help others with the tools I've learned.

Anonymous comment on confidential course evaluation

The Stress-Proof Brain was a 4-part wellness learning series presented by Wellness and UnitedHealthcare staff and based on the book "Stress-Proof Brain," by Melanie Greenberg, Ph.D.

The series was developed in response to health surveys completed in 2016 which indicated that a majority of employees experienced at least moderate stress on a regular basis, yet most did not believe it had an impact on their health.

The series provides information on how stress affects the body, the increased health risks resulting from unmanaged stress, what happens in the brain when we experience stress, and tools to recognize and keep stress reactions under control.

The Series was well attended with **600 participants or about 20% of the UPS employee population.**

Did you know ...

... 2,200 employees and their spouses/domestic partners participated in the Wellness Incentive Program in 2018?

Centers of Excellence - Selected Highlights

The purpose of our Total Rewards program is to align rewards programs with our strategic initiatives, in order to attract, retain, and engage our employees through equity, transparency and education about benefits, compensation, wellness and other rewards.

Total Rewards - Classification & Compensation Study

Human Resources engaged the services of a respected consultant, Evergreen Solutions, to conduct a study with a primary objective to help Pinellas County provide an equitable and competitive structure for classification and pay rates.

In 2017, they took the first step in a multi-year process which examines compensation levels, pay structure, rules, and guidelines, and rank and range compression.

The study encompassed all employees under the UPS umbrella, and Evergreen reported the findings and their recommendations in the spring of 2018.

Overall, Evergreen found that, based on the number of years in their occupations, the pay rates for the majority of UPS employees are more than 10% above what they would expect to receive if employed by other peer organizations, and that compensation including benefits is competitive with peer organizations.

- ♦ 43% or 1,031 classified employees received an increase in pay in September 2018.
- ♦ 82% of classified employees moved to a pay grade with a higher midpoint than their current pay grade.
- ♦ 523 employees requested a secondary review of their results.

The next steps will involve completing the 523 secondary review requests, implementation for exempt employees, examining rules and guidelines, and addressing rank and range compression.

Total Rewards - Benefits

In 2018, Human Resources conducted a Benefits Satisfaction Survey. It was sent to all UPS employees and we asked them to rate the importance of the total benefits package, from health benefits to development opportunities to discount programs.

Approximately 28% responded (854 employees).

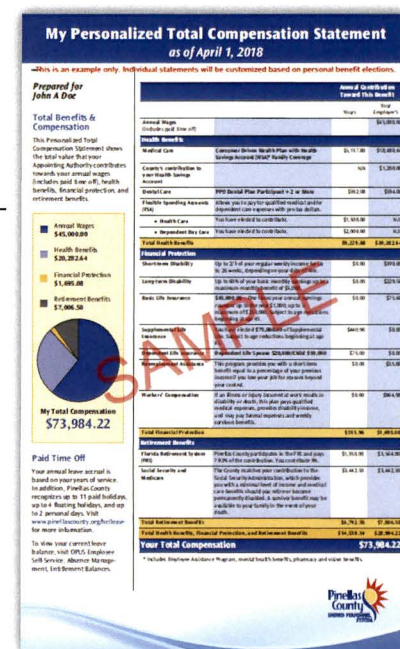
It Pays to Work for Pinellas

All UPS employees were sent a personalized statement in 2018 which provided an annualized overview of the wages and benefits – Total Compensation – they earn.

In 2019, the Benefits team will embark on a benefits education campaign to help employees understand and fully utilize the whole package.

Top Five Rated Benefits

- Paid time off – 98%
- The medical plan – 96%
- The dental plan – 92%
- The vision plan – 87%
- The prescription drug plan – 87%



Centers of Excellence - Selected Highlights (continued)

Workforce Strategy

Sometimes making seemingly small changes can make a big difference. The Workforce Strategy team responded to hiring managers' and applicants' requests to streamline the hiring process:

- ◆ Reduced application size by eliminating driver's license information and moving text boxes to improve the flow
- ◆ Worked with managers to improve requisitions by including engaging leads in advertising
- ◆ Sent decline letters electronically to minimize candidate wait time



Information Systems and Records

HRIS works to establish integration of the HR Centers of Excellence with metrics, analytics, and communications accomplished through information technology, while bridging services from HR, Business Technology Services (BTS) and the Office of Technology and Innovation. They serve as a conduit for using history, data and best practices to create greater efficiency and effectiveness.

In 2018, HRIS devised a metric to establish a baseline for information accuracy. Staff can boast they have a **98.78% accuracy rate**.

HRIS also worked with Workforce Strategy, OTD and BTS to upgrade the software used for recruitment and onboarding, Taleo. These upgrades streamline and improve the user experience — from hiring managers to candidates to new employees.

Significant upgrades were also made to the fingerprinting and badging equipment and process, contributing to a more efficient and agreeable experience for new hires and the HRIS staff who work with them.

Did you know ...

... HRIS staff logged 11,667 transactions in OPUS?
(OPUS is a system that integrates Human Resources, finance and administrative functions)

Centers of Excellence - Selected Highlights (continued)

Communications and Outreach

As a result of a survey we conducted on *The Pen* in 2018, we made it easier for employees to send in suggestions for employee-focused stories resulting in over dozen stories about employee experiences.

- ♦ *The Pen* average page count has increased by one third.

In 2018, Communications produced substantial collateral for several major campaigns including

- ♦ Annual Enrollment
- ♦ Wellness Champion meetings (2)
- ♦ Wellness Series (2)
- ♦ Classification and Compensation Study
- ♦ Colors of Pinellas Employee Art Show
- ♦ Wellness incentives and challenges (11)

Communications also creates and updates hundreds of pages and PDFs on the Human Resources website which receives nearly **3 million hits per year**.

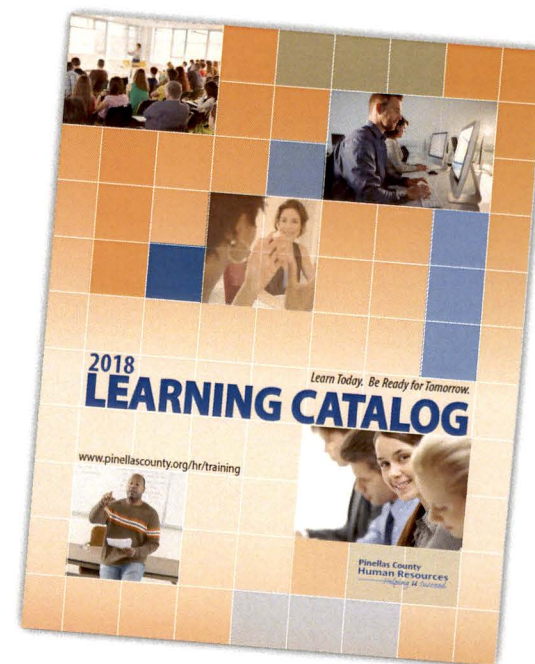
Planning and Performance

Planning and Performance leads the effort to implement and carry out the HR Strategic Plan for prioritization of efforts, as well as pursuing Human Resources Business Partnerships and handling Employee Relations.

- ♦ The HR Strategic Plan was implemented in 2018 through a collaborative effort within HR and with input from stakeholders.
- ♦ The HR Policy Team formed in October 2018 from a cross-section of all CoEs, to start a review for inclusive language of all HR policies as well as UPS personnel rules and policies.
- ♦ As follow up to the 2017 Employee Voice Survey, HR offers customized development intervention as a result of employee grievances, performance issues and request for assistance as metrics and impacts demonstrate needs in parts of the organization.
- ♦ Met with all Business Partners across the UPS to evaluate effectiveness and make plans for future strategic partnering.

Organizational and Talent Development

- ♦ OTD's team of instructors interacted with 5,745 attendees or 462 more than in FY2017. That's an increase in participation of 8.7%
- ♦ Created a new design for the 2018 Learning Catalog making it more user-friendly with direct links to OPUS registration, four tables of contents and a listing of all our instructors



Looking Ahead by Strategic Priority

As we move into the first full calendar year of our HR Strategic Plan 2019, some of our important future focused strategies related to key focus areas are as follows:

Diverse

- ◆ Foster social interaction and team building to create positive and collaborative work environments
- ◆ OTD and the Office of Human Rights are partnering on learning opportunities, as well as finding ways to capture metrics that reveal inclusion as well as diversity demographics
- ◆ Identify additional learning opportunities to incorporate diversity and inclusion into the curriculum
- ◆ Educate Appointing Authorities about the importance of integrating inclusion
- ◆ Further develop advertisements to attract diverse candidates

Talented

- ◆ Narrow our focus and identify strategies to address ways we can attract and retain diverse populations
- ◆ Improve exit interview process
- ◆ Determine the most effective way to measure the success of learning programs
- ◆ Establish competencies for HR staff in 2019
- ◆ Expand Bright Futures opportunities for students
- ◆ Work with Appointing Authorities to develop a formalized paid internship program
- ◆ Formalize a job shadowing program across the UPS

Engaged

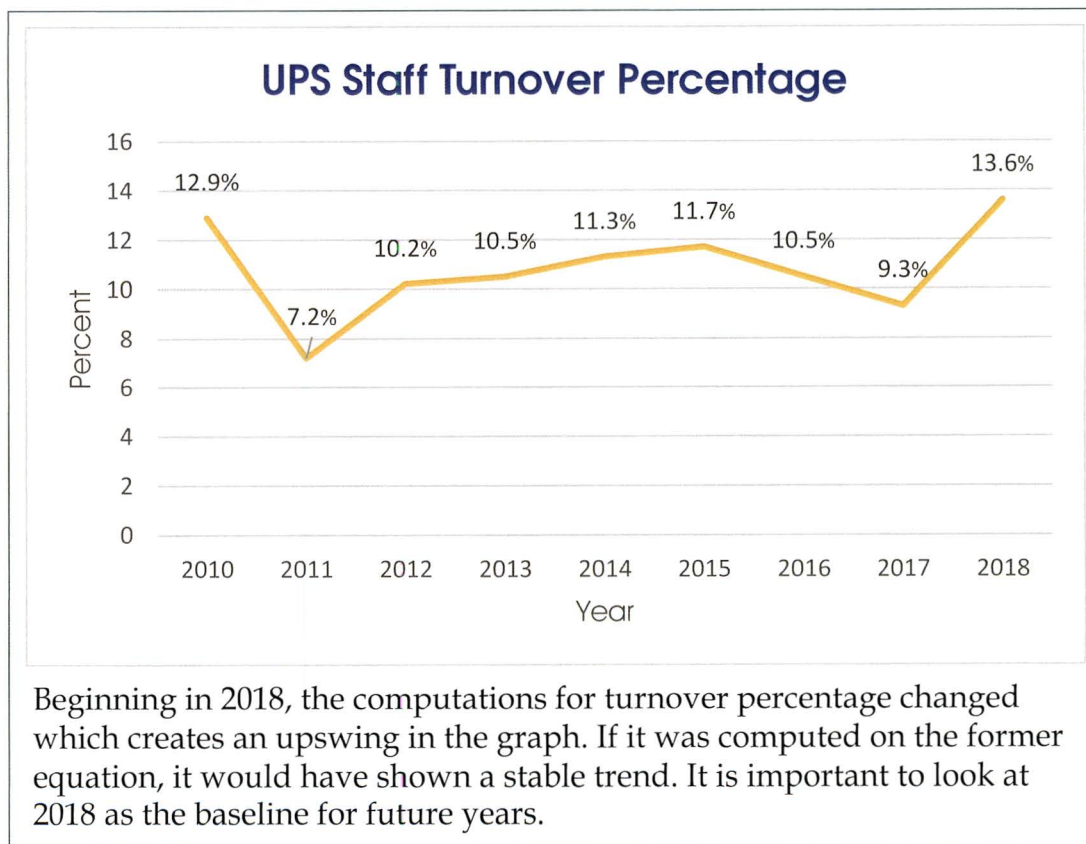
- ◆ Expand stakeholder and community partnerships to improve access and expand variety of wellness events/facilities for employees
- ◆ Work across CoEs (OTD and Employee Relations) to identify and implement supervisor engagement education and resources
- ◆ Establish target percent of employees satisfied with total compensation
- ◆ Meet with all business partners across the UPS to evaluate effectiveness, and plan for movement to strategic partnering for the future
- ◆ Form a diversity and inclusion work group
- ◆ Partner with local organizations to expand group volunteerism
- ◆ Expand event and short-term volunteering opportunities
- ◆ Engage all employees to improve communication efforts

Prepared

- ◆ Explore and identify groundbreaking wellness tools and programs
- ◆ Provide wellness and social wellness education that limits conflict and emotionally strained environments before they escalate
- ◆ Design a comprehensive communications plan for the online application rebrand
- ◆ Offer informational career ladder workshops
- ◆ Build/publish an HR terminology glossary
- ◆ Provide Benefits education throughout the year
- ◆ Host training-based workshops to address County needs to manage interns and volunteers
- ◆ Establish centralized contract/budget and administration process for HR
- ◆ Develop individual development plans for all HR staff

Appointing Authority	Encumbered (Filled) Positions
Business Technology Services	131
Clerk of the Circuit Court	487
County Administrator	1,926
County Attorney	33
County Commissioners	8
Forward Pinellas	18
Human Resources	34
Office of Human Rights	9
Property Appraiser	120
Supervisor of Elections	36
Tax Collector	265
Total	3,067

Data as of 12/31/2018. Does not include elected officials.



Service Type (Classified or Exempt) and Race/Ethnicity

Service Type	Asian	American Indian or Alaskan Native	Black	Hispanic or Latino	White	2 or More	Hawaiian or other Pacific Islander
Classified	32	5	418	122	1,804	6	3
Exempt	29	2	59	26	560	1	0
Totals	61	7	477	148	2,364	7	3
Percentage of Total	2.0%	0.2%	15.6%	4.8%	77.1%	0.2%	0.1%
2010 Census	2.96%	.32%	10.34%	7.99%	82.14%	2.18	.09%

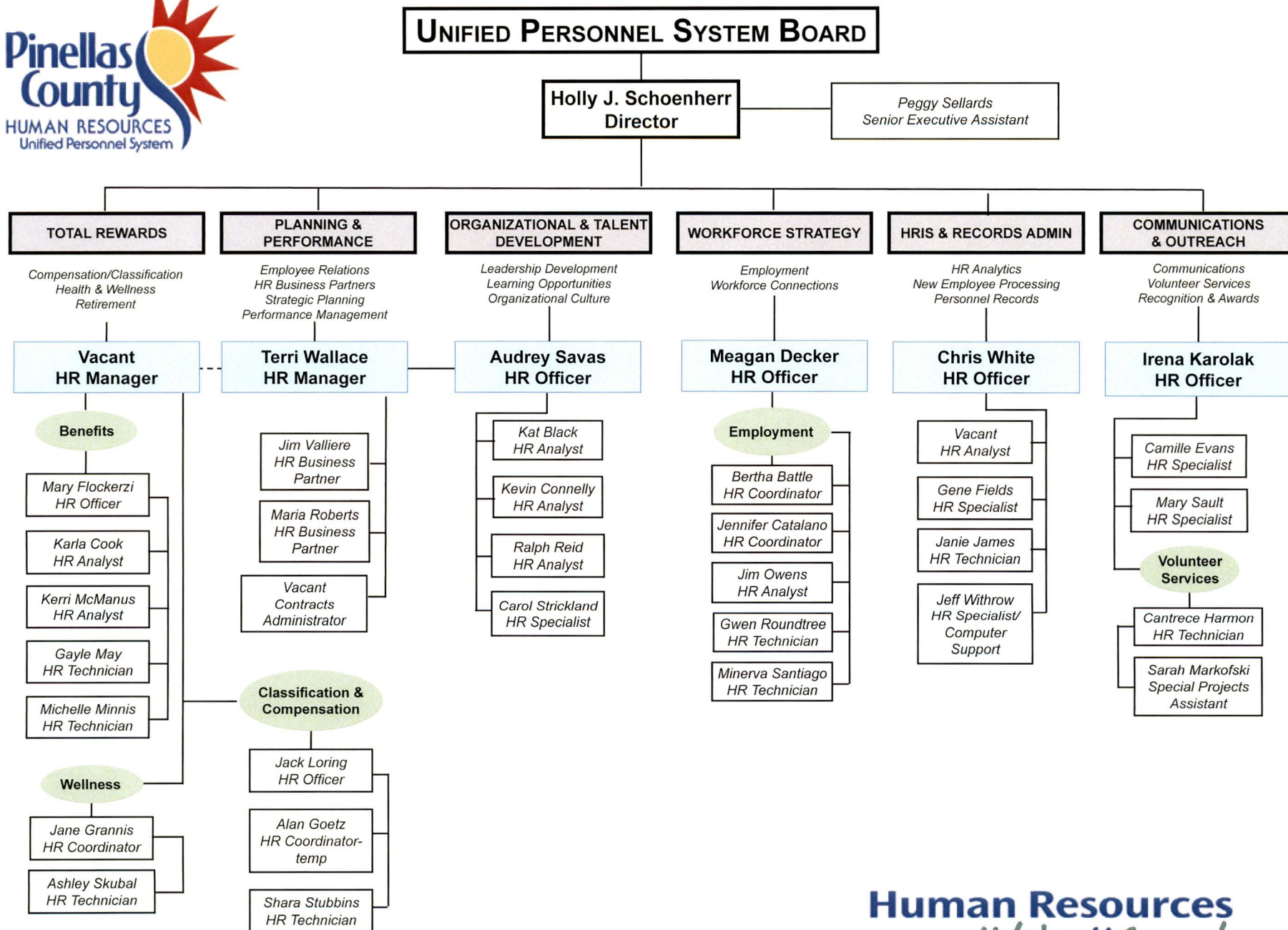
Gender and Age

Age Group	Male	Female	Total
Under 30	130	131	261
30 - 39	272	268	540
40 - 49	373	318	691
50 - 59	531	540	1,071
60 & Over	259	245	504
Totals	1,565	1,502	3,067
Average Age	47.95	47.98	47.96

In 2017, the average age was 48.42.



Human Resources Organization Chart

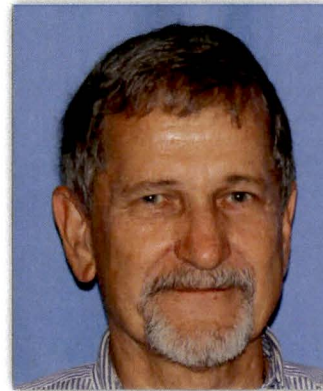


---- Denotes temporary supervisory responsibility.

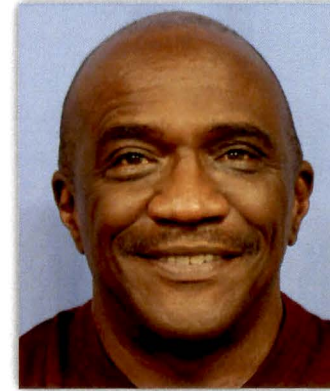
The seven members of the Unified Personnel Board each serve a two-year term. Two of the board members are appointed by the Board of County Commissioners, two by Elected Officials, two by the Employees' Advisory Council, and the seventh by the other six board members. The Director of Human Resources is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



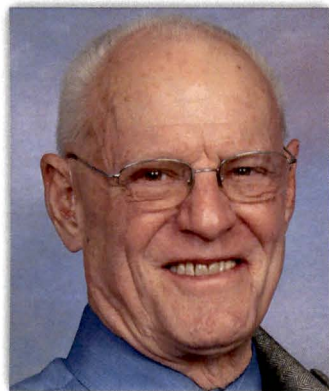
Dr. Ricardo Davis, Chair
*Personnel Board
Appointee*



Ron Walker, Vice Chair
*Elected Officials
Appointee*



James Dates
*Board of County Commissioners
Appointee*



Keith C. Dekle
*Employees' Advisory Council
Appointee*



Kenneth Peluso
*Board of County Commissioners
Appointee*



William A. Schulz II
*Employees' Advisory Council
Appointee*



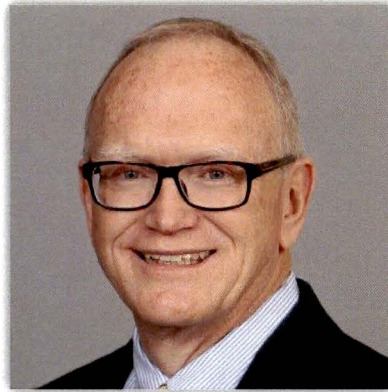
Joan M. Vecchioli
*Elected Officials
Appointee*

Personnel Board members as of December 31, 2018.

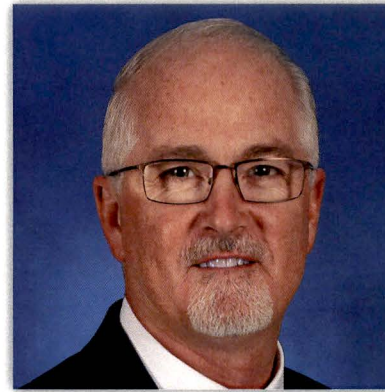
APPOINTING AUTHORITIES



Whit Blanton
*Executive Director
Forward Pinellas*



Ken Burke
*Clerk of the Circuit Court &
Comptroller*



Barry Burton
*County Administrator
Board of County Commissioners*



Deborah Clark
Supervisor of Elections



Jeff Rohrs
*Chief Information Officer
Business Technology Services*



Holly Schoenherr
*Director
Human Resources*



Charles Thomas
Tax Collector



Mike Twitty
Property Appraiser

Paul Valenti
*Director
Office of Human Rights*



Jewel White
County Attorney

STRATEGIC FOCUS AREAS PERFORMANCE INDICATORS

All Performance Indicators with a 2018 Actual of “Establish baseline” will be reported in 2019.

Performance Indicator	2018 Actual	2019 Goal
Effectiveness of rewards and recognition	Establish baseline	90%
All learning and development opportunities – attendees able to apply learning in work setting	Establish baseline	85%
Disciplinary actions impacting positive change of behavior – percent of respondents *	96%	90%
Grievances resulting in resolution - percent of respondents *		90%
Investigations resulting in solution - percent of respondents *		90%
Exit interviews completed - percent of number exiting	10%	50%
Retention of new hires within the first year - percent	Establish baseline	80%
Successful recruitments – percent satisfactory	Establish baseline	90%
Internal promotions / open positions - percent promoted	Establish baseline	50%
Number of hours served by volunteers	203,358	210,000
Number of hours served by interns / externs	6,611	8,000
HRIS information accuracy - percent	98.78%	98.8%
Health benefits payments per employee (employer paid health and dental)	100%	100%
Percent UPS employees satisfied with total compensation	Establish baseline	80%
Wellness Program participation (active employee/spouse) - number of attendees	2,200	2,400
Annual HR Employee Service Satisfaction Survey - for service in each Center of Excellence (all employees) - percent positive rating	Establish baseline	80%
Customer response time – initial response	2 business days	1 bus. day
Policy review completed - percent	Established	100%
IDPs established for HR employees - percent	For 2019	100%
HR process map timeline completed -percent	100%	100%
HR core competencies established and utilized for performance management	For 2019	100%
HR Leadership Team 360 feedback completed and integrated into performance goals	For 2019	100%
Develop HR employees for knowledge needs in department - percent	100%	100%
HR budget performance - within forecast	100%	100%
Contract renewals within timelines - percent	100%	100%
Annual evaluation of contracts	100%	100%
Analytics created to capture indicators	90%	100%

* Overall satisfaction with Employee Relations’ response/handling of situations.



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www.pinellascounty.org/hr

Human Resources
Helping U Succeed