

Clearwater, Florida, July 7, 2011

The Unified Personnel Board (UPB) met in regular session at 6:30 P.M. on this date in the County Commission Assembly Room, Fifth Floor, Pinellas County Courthouse, 315 Court Street, Clearwater, Florida, with the following members present; Joseph Smith, Vice-Chair; Lounell C. Britt; Ricardo Davis; James P. Koelsch; and George E. Tragos.

Not Present: Daniel M. Andriso, Chair; and Joan Vecchioli.

Also Present: Peggy Rowe, Director of Human Resources (HR); Robert C. Swain, Senior Assistant County Attorney; Arlene L. Smitke, Deputy Clerk; and other interested individuals.

AGENDA

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|------------------------|--|
| EAC                    | <u>Item I. Employees' Advisory Council Representative</u>  |
|                        | <u>Item II. Consent Agenda</u>   |
| Human Resources        | 1. Request Approval of the Minutes of the Regular Personnel Board Meeting held June 2, 2011.   |
| Human Resources        | 2. Request Approval of Housekeeping Addition and Revisions of Class Specifications in the Pay and Classification Plan.   |
| Real Estate Management | 3. Request Approval of the Audit of One Encumbered Craftworker 2 Position, Pay Grade CL11, in the Real Estate Management Department.   |
| Real Estate Management | 4. Request Approval of the Audit of One Encumbered Craftworker 2 Position, Pay Grade CL11, in the Real Estate Management Department. No Change is Recommended for this Position. |
|                        | <u>Item III. New Business</u>  |
| Human Resources        | 1. Information Regarding Retention Score Calculation.  |
|                        | <u>Item IV. Workshop</u>   |
| Human Resources        | 1. Performance and Talent Management   |

CALL TO ORDER

Vice-Chair Smith called the meeting to order at 6:30 P.M.; whereupon, he led the members and attendees in the Pledge of Allegiance to the Flag.

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EMPLOYEES' ADVISORY COUNCIL (EAC) REPRESENTATIVE

EAC Chairman Charles E. Toney congratulated Clerk of the Circuit Court Ken Burke on his election as President of the Florida Association of Court Clerks and Comptrollers and Commissioner Kenneth T. Welch on his election as Second Vice-President of the Florida Association of Counties (FAC). Mr. Toney indicated that he has been in touch with FAC quite a bit in recent months regarding the legislative mandate that employees contribute three percent of their salaries to the Florida Retirement System (FRS).

Referring to the three-percent contribution, Mr. Toney reported that there is one lawsuit pending, filed by the Florida Education Association pertaining to employees hired before July 1, 2011; that a hearing will be held in October of this year; that the outcome could affect all FRS participants; and that Pinellas County is setting aside its savings in a separate account, a portion of which will be used to stabilize the budget going forward.

Mr. Toney related that Office of Management and Budget Director John E. Woodruff and Assistant County Administrator Carl S. Harness had attended the last EAC Representatives meeting and provided straightforward answers to various questions regarding the budget, which was very helpful; that he would have liked the opportunity for more employee input regarding allocation of the County's FRS savings; and that he believes employees could provide valuable input regarding candidates for the Succession Management Program.

Responding to queries by Vice-Chair Smith, Ms. Rowe clarified that Fiscal Year 2012 will be the third year without raises for classified employees and the fourth year for some exempt employees; and Mr. Toney pointed out that, as employees will realize no increase in their retirement benefits as a result of their contribution, the mandate truly represents a three-percent decrease in their take-home pay; whereupon, Vice-Chair Smith indicated that employees entering the Deferred Retirement Option Program (DROP) will suffer from a significant reduction in the interest rate.

Acknowledging that it in no way makes up for three years without salary increases, Ms. Rowe related that the Board of County Commissioners and Appointing Authorities have agreed to waive premium increases for employees enrolled in the County medical plan for Fiscal Year 2012; and Mr. Toney noted that a minimal employee layoff is anticipated for 2012; and that, as a result of the County's reduced FRS contribution, no layoffs are expected for Fiscal Year 2013.

CONSENT AGENDA ITEMS NOS. II.1 THROUGH II.4 – APPROVED

Motion - Mr. Tragos  
Second - Mr. Koelsch

- #1 Minutes of regular meeting held June 2, 2011, approved.
- #2 Housekeeping addition and revisions of class specifications in the Pay and Classification Plan approved; changes reflect the current duties and responsibilities of the classifications, are housekeeping in nature, and will not affect the pay grade level of the classifications.
- #3 Audit of one encumbered Craftworker 2 position, Pay Grade CL11 (\$32,697 – \$50,169), in the Real Estate Management Department approved; position reclassified to Craftworker 3, Pay Grade CL13 (\$36,046 - \$56,056), without benefit of examination and with the establishment of a probationary period as outlined in Personnel Rule IX.
- #4 Audit of one encumbered Craftworker 2 position, Pay Grade CL11 (\$32,697 – \$50,169), in the Real Estate Management Department approved; no change is recommended.

Referring to Item No. 2, Ms. Rowe noted that the classification specification document incorrectly identifies the Executive Director of Environment and Infrastructure position as Pay Grade E2; and that the correct grade is E3, as shown on the Agenda Memorandum.

Vote - 5 – 0

NEW BUSINESS

INFORMATION REGARDING RETENTION SCORE CALCULATION

Vice-Chair Smith indicated that a memorandum has been received from Ms. Rowe indicating that the Appointing Authorities do not anticipate significant layoffs at this time; however, in the event that it becomes necessary, the same formula that was used last year will be used this year to determine what, if any, layoffs will take place.

Ms. Rowe noted that Personnel Rule 23 requires the Appointing Authorities to notify the Unified Personnel Board of the method to be used for identifying employees subject to

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layoff or bumping; that the same formula used last year will also apply to Fiscal Year 2012; and that the only change relates to the dates; whereupon, responding to query by Mr. Tragos, she confirmed that the formula was previously adopted by the Board and no changes have been made.

Later in the meeting and referring to the new performance evaluation system, Ms. Rowe noted that a “crosswalk” has been developed to equalize the scores from the old and new systems for use in retention calculations.

### WORKSHOP – PERFORMANCE AND TALENT MANAGEMENT

Ms. Rowe indicated that workshops were previously held covering the topics of Pay and Classification and Employee Benefits; and that tonight’s workshop on Performance and Talent Management represents the final component of the County’s total reward package.

Referring to a PowerPoint presentation, a copy of which has been filed and made a part of the record, Human Resources Coordinator James Valliere indicated that the topics to be discussed would include the following:

- = Competency Integration
- = Performance Reviews
- = Goal Setting
- = Training Programs
- = Succession Management
- = Tuition Reimbursement
- = Rewards and Recognition

Mr. Valliere related that, several years ago, a task team representing all the Appointing Authorities developed a list of competencies to help recruit for the Succession Management Program; and that the competencies have been incorporated into the County’s new performance management system, providing a road map to guide employees in how to go about doing their jobs; whereupon, he reviewed the list, as follows:

- = Accountability
- = Communication
- = Influencing/Negotiating

- = Interpersonal Skills
- = Leveraging Diversity
- = Problem Solving
- = Service Motivation
- = Team Building
- = Technical Credibility
- = Vision

Mr. Valliere indicated that effective performance management begins with an “onboarding” process wherein the employer communicates what is expected of employees in their jobs and provides them with the network, support, information, tools, and other resources necessary to hit the ground running, increasing the likelihood they will become productive, high-performing members of the work unit; whereupon, responding to queries by Mr. Tragos, he stated that approximately 10 to 15 employees have been onboarded per month over the last several months, many of whom are returning from the previous layoff; and Ms. Rowe noted that there are some areas that have a high turnover rate or that require a specialized skill, so a certain amount of hiring continues, despite the soft freeze.

Thereupon, Mr. Valliere discussed the performance appraisal process which evaluates employee performance with respect to the competencies, expectations, and goals and emphasizes two-way communication between the supervisor and employee. Mr. Valliere and Ms. Rowe responded to queries by the members, noting that annual performance reviews are required and interim reviews are encouraged; that ideally, there is an ongoing dialogue throughout the year; that the HR Department could consider setting more frequent review intervals in isolated circumstances where there is a problem; that the EAC could be helpful in identifying those situations; and that employees are encouraged to ask their supervisor how they are doing.

Mr. Valliere described the various components of the County’s employee training program, which is designed to help employees improve in their competency areas and realize their personal and professional goals.

- = Classes offered through Pinellas Training Consortium
- = Job coaching and counseling through the HR Department
- = Creating a continual learning organization
- = Leadership training classes for supervisors
- = Career Development Program

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- = Succession Management Program
- = Internal Consulting Services
- = Tuition Reimbursement Program
- = Resource Library
- = Certified Public Manager Program through Florida State University

Throughout the discussion, Mr. Valliere and Ms. Rowe responded to queries by the members, indicating the following:

- = Employees can register for classes through the new OPUS system. Supervisor permission is required, and they are generally supportive, but HR will get involved if necessary. Classes are offered at various locations on a cyclical basis.
- = The resource library is located in the Annex building. A list of publication titles is available on the County Intranet, and materials can be ordered by phone and delivered via interoffice mail.
- = Employees in the Tuition Reimbursement Program generally stay with the County after receiving their degree, but there is currently no requirement to do so. Study areas must be applicable to County Government, but need not be related to an employee's current position.
- = The Tuition Reimbursement Program is intended to help defray the cost of education; HR plans to review the reimbursement limits to determine if an adjustment is warranted. Reimbursement eligibility is based on receiving a grade of C or better for bachelor-level classes, a B or better for graduate-level classes, or receiving Certification, where applicable. The County reimbursed \$123,000 during Fiscal Year 2010 and \$88,000 through late June of this year.

Mr. Valliere noted that an additional component of the performance and talent management program relates to recognition of the effort employees put into their jobs, as it plays an important role in maintaining employee morale; whereupon, he described the following programs:

- = Service Award Program – pin, certificate, and employee-selected gift after every five years of uninterrupted service.

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- = Employee Suggestion Award Program – gift or cash award of up to \$2,500 upon implementation of cost-saving measures suggested by employees.
- = Employee Appreciation Week – departments plan fun activities within the workday as a way to thank employees for their hard work throughout the year.

MISCELLANEOUS INFORMATION ITEMS RECEIVED

The following miscellaneous information items were received for filing:

1. Management and Supervisory Notes for July 2011.
2. Training Schedule for July 2011.
3. Minutes of the EAC Representatives meeting of May 18, 2011 and the EAC Delegates meeting of May 26, 2011.

ADJOURNMENT

The meeting was adjourned at 7:25 P.M.

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Vice-Chair