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## UNIFIED PERSONNEL BOARD AGENDA

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Date: March 3, 2022

Time: 6:30 p.m.

Location: BCC Assembly Room, Fifth Floor, Pinellas County Courthouse  
315 Court Street, Clearwater, Florida

- I. Citizens to be Heard\*
- II. Employees' Advisory Council (EAC) Representative
- III. Consent Agenda
  1. Request Approval of the Minutes of the Regular Personnel Board Meeting held February 10, 2022  
*Approved*
- IV. Informational Items
  1. Kimberly's HR Update
  2. Focus Group Summary Report Regarding a Respectful Workplace
  3. Action Taken Under Authority Delegated by the Personnel Board
- V. Old Business
  1. Workshop Agenda Update
- VI. New Business
  1. Performance Review of the HR Director  
*Approved, Results = Meets Expectations*

**The CDC recommends that all individuals — including those who are fully vaccinated — wear a face mask in public indoor settings in areas of high transmission which includes the Tampa Bay area.**

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\* Persons with disabilities who need reasonable accommodations to effectively participate in this meeting are asked to contact Pinellas County's Office of Human Rights by emailing requests to [accommodations@pinellascounty.org](mailto:accommodations@pinellascounty.org) at least three (3) business days in advance of the need for reasonable accommodation. You may also call (727) 464-4882. More information about the ADA, and requests for reasonable accommodation, may be found at [www.pinellascounty.org/humanrights/ada](http://www.pinellascounty.org/humanrights/ada).

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Unified Personnel Board  
Pinellas County  
February 10, 2022 Meeting Minutes

The Unified Personnel Board (UPB) met in regular session at 6:28 PM on this date in the County Commission Assembly Room, Fifth Floor, at the Pinellas County Courthouse, 315 Court Street, Clearwater, Florida.

Present

Joan M. Vecchioli, Chair  
Ricardo Davis, Vice-Chair  
Jeffery Kronschnabl  
Peggy O'Shea

Not Present

Kenneth Peluso  
Paul Rogers  
William A. Schulz II

Others Present

Kimberly Crum, Director of Human Resources (HR)  
Jennifer Monroe Moore, Ogletree, Deakins, et. al. P.C., Board Counsel  
Sarah Rathke, Board Reporter, Deputy Clerk  
Other interested individuals

*All documents provided to the Clerk's Office have been made a part of the record.*

**CALL TO ORDER**

Chair Vecchioli called the meeting to order at 6:28 PM; whereupon, she led the Pledge of Allegiance.

**CITIZENS TO BE HEARD**

None.

## **EMPLOYEES' ADVISORY COUNCIL (EAC) REPRESENTATIVE**

EAC Representative Lisa Arispe presented the following topics:

- Inquiries regarding the potential of livestreaming the Board's meeting.
- A joint EAC and Appointing Authority meeting will be held on March 22 in the Clerk's Conference room.
- Employee Advocate training will be held on March 29.

Ms. Arispe indicated that she reserves the right to ask and answer questions during the discussion on UPB Rule 3, later in the meeting.

In response to Ms. Arispe's presentation, Chair Vecchioli indicated that there may be logistical issues preventing the Board from live streaming its proceedings and requested that the Board receive a list of upcoming meetings.

## **CONSENT AGENDA**

Mr. Davis moved that the minutes of the regular meeting held on January 6, 2022 be approved. The motion was seconded by Mr. Kronschnabl and carried unanimously.

## **NEW BUSINESS**

### Review Process for HR Director's Performance Evaluation

In response to queries by Chair Vecchioli, Attorney Moore indicated that the members should submit their HR Director evaluation forms directly to her; and that she will create a synopsis of their comments and include it in the March meeting agenda packet.

Chair Vecchioli related that the HR Director will be receiving the evaluations at the March 3 meeting; and that the members will have an opportunity to weigh in at that time.

### Discuss Potential Revisions to UPB Rule 3

Chair Vecchioli provided background information regarding potential revisions to UPB Rule 3. She recommended that the Board add the item for discussion to the agenda for the joint UPB and Appointing Authority workshop on March 7; and that all parties remain collaborative.

Ms. Arispe indicated that the EAC will be discussing UPB Rule 3 at their next meeting; that she would like to have input at the workshop due to the overarching impacts of the rule; whereupon, several members concurred.

#### Discuss March 7, 2022 Workshop Agenda

In response to a query by Chair Vecchioli, Ms. Crum stated that HR will consider topics to address at the March 7 workshop.

Mr. Kronschnabl indicated that he would like the Board to change their workshop meeting location to a space that can better accommodate COVID-19 precautions due to the expected increase in attendees. The members discussed other location options and Chair Vecchioli acknowledged that other sites will be considered.

Chair Vecchioli noted that the Board has received feedback from the Appointing Authorities regarding the HR Director evaluation process and suggested that the Board revisit it at the workshop.

### **INFORMATIONAL ITEMS**

#### Kimberly's HR Update

Ms. Crum referred to the HR update document provided in the agenda packet and highlighted the following items, along with other matters:

- Vashonda Evans has been hired to fill the position of Technology and Performance Enhancement Manager.
- Updates have been made to both the TALEO and Oracle (OPUS) software systems.
- Cigna coverage and voluntary benefits have been implemented. Cigna has been finalizing recruitment for on-site resources.
- Work continues on the joint initiative between HR and the County Administrator regarding job classifications.
- Updates on the volunteer software system are ongoing.
- The Organizational and Talent Development (OTD) learning catalogue has been placed on SharePoint.

- The County is in the beginning stages of developing a performance evaluation methodology.

Ms. Crum provided a brief update regarding the annual report and invited the following staff members to the podium to present a summary of their role and annual accomplishments:

- Assistant Director of Planning and Performance Maria Ciro
- Benefits, Retirement, and Wellness HR Officer Kelly Faircloth
- Workforce Strategy HR Officer Brennan Atwood
- Issues Classification and Compensation HR Officer Jack Loring
- OTD HR Officer Audrey Savas
- Communication and Outreach HR Officer Irena Karolak

Responding to a query by Chair Vecchioli, Ms. Faircloth indicated that the results of the employee benefits evaluation survey have been shared with the EAC and the Appointing Authorities, and were published in the December edition of the Pen newsletter.

In response to queries by Chair Vecchioli, Mr. Loring related that reviewing job classifications internally allows HR to spend more time speaking with employees versus when hiring an outside vendor; that there are still certain advantages in hiring an outside vendor, especially when the study would include thousands of positions across all Appointing Authorities; and that the current internal study was requested by the County Administrator specifically related to compensation classifications for his employees.

Ms. Crum expressed her gratitude and acknowledged the additional staff members in attendance for their hard work and dedication and Mr. Kronschnabl commended the department for their successful annual report.

In response to queries by the members, Ms. Crum related that her annual goals and the evaluation of accomplishments have been circulated to the Board, but that staff will also distribute it via email. She explained that work is being done within the department to improve metrics identified in the Employee Voice Survey; that action-planning teams will be formed; and that she will likely be able to report back to the Board on their progress in the future.

#### **ACTION TAKEN UNDER AUTHORITY DELEGATED BY THE PERSONNEL BOARD**

Ms. Crum indicated that there are three adjustments noted in the report, which is included in the members' agenda packet.

**ADJOURNMENT**

The meeting was adjourned at 7:44 PM.



## Unified Personnel Board – HR Update March 2022 (February 2022 updates)

### Internal Recruitments

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- An offer has been accepted to fill the HR Technician in Organizational and Talent Development and final interviews are being conducted for the HR Specialist in Employee Communications.

### Benefits & Wellness

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- Two of our Cigna onsite resources are scheduled to start on February 28:
  - Candi Turner – new Claims/Customer Service Representative
  - Shannon Parks – new Registered Dietician Health Coach
- Voluntary Benefits – Aflac sent new packets to all customers in February. Customer service and claims processing has been available since January 1, and some have already submitted their wellness claim (under Critical Illness) and received their \$50 payout.
- Benefits Advisory Committee – Next meeting on 3/25/22 from 9-10:30 a.m.
  - Plan Design subcommittee met on 2/24/22 from 1-2 p.m.
  - Leave subcommittee meets on 3/1/22 from 1-2 p.m.
  - Wellness & Incentives meets on 3/4/22 from 2-3 p.m.
  - Education Assistance meets on 3/8/22 from 1:30-2:30 p.m.
  - Voluntary Benefits will be scheduled for mid to late March.
- Wellness:
  - March is National Nutrition Month. We will *Celebrate a World of Flavors* by offering a variety of educational opportunities and activities, which include classes on *Gut Health* and a *Yoga for Digestion* video as a complement to the information. Additionally, we will offer a *Meatless Monday Challenge* and a cooking demo by our new Cigna Registered Dietician Health Coach Shannon Parks. The cooking demo will feature a meatless recipe from a different culture.
  - Our EAP provider will hold a *Dreaming of a Good Night Sleep* webinar during the week of World Sleep Day (March 18).
  - After a long hiatus due to the pandemic, we are launching a pilot to offer several live fitness classes in the Wellness Center. The initial outreach is to current Wellness Center members with a Countywide launch planned in April.

### Classification & Compensation

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- Completed two thirds of the audit interviews associated with a review of classified positions within the Tax Collector's Office.
- Completed all priority audit interviews associated with the ongoing review of 358 positions in departments under the County Administrator.

### Communications and Outreach

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- The Pen newsletter is celebrating its 50th anniversary this year. Throughout the year, we will be celebrating and taking a trip down memory lane to commemorate this important milestone.
- Assisting Emergency Management on the kickoff of the Disaster Assignment and Preparedness Assessment (DAPA) again this year.

## **Organizational & Talent Development (OTD)**

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- 78 new employees attended New Employee Orientation in January with 93.5% recommending the event.
- Provided learning opportunities on In-Service Day to both Mosquito Control & Vegetation Services and Veteran Services.
- Filled open Learning & Development Technician role with an anticipated start date of March 14th.
- Customized workshops continue to trend with 13 scheduled for the upcoming months.
- Three new courses launched in February: Decision Quality, Email Management Demystified, and Straight Talk: Sharpening Your Communication Skills.

## **Workforce Strategy**

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- The team hired 112 new employees to date in 2022.
- The time-to-fill a position is currently 83.3 days. We have established a time-to-fill goal of 70 days for 2022 and continue to partner with managers to close the gap.
- Recruitment training was provided to Public Works hiring managers on January 26 with approximately 83 attendees. The team will be delivering recruitment training to Utilities and Solid Waste in the coming weeks. We are planning a formalized recruitment training to the masses after the system upgrades have been completed.

A summary of staff perspectives, observations, and opinions expressed during focus group meetings.

# Focus Group Summary Report Regarding A Respectful Atmosphere

February 2022

Pinellas County Human Resources

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# Focus Group Summary Report Regarding “A Respectful Atmosphere”

Pinellas County Human Resources

## *Background:*

During the Employee Voice Survey conducted in 2021 employees were asked to rate Pinellas County in general as an employer, as well as rate their department, workgroup, supervisor, and Appointing Authority on a series of 60 metrics. The survey statements were designed to measure the following dimensions from The Great Place to Work® Trust Index©, a tool used to assess and rate workplace culture through an employee perspective:

- Credibility (14 metrics)
- Respect (19 metrics)
- Pride (7 metrics)
- Camaraderie (9 metrics)
- Fairness (11 metrics)

Although there was only a -4% reduction in the overall positive rating for the “Respect” dimension within Human Resources (HR), survey results indicated a significant negative score related to one item in particular; “A respectful atmosphere” which had a positive rating of 41% representing a significant drop from the 82% positive rating recorded during the last employee voice survey conducted in 2019.

## *Purpose of the Study:*

This study was intended to explore, clarify, and understand employee perceptions and ratings for the employee voice survey item; “A respectful atmosphere”.

## *Method:*

Through a series of focus group sessions HR employees were asked to share their perspectives regarding the following questions.

- What are your thoughts about being treated respectfully by peers, co-workers, and management?
- What are your thoughts about being treated respectfully by customers (outside of HR), employees, retirees, citizens?
- In your opinion, what are the elements needed to create a respectful work atmosphere?
- Moving forward – thoughts, suggestions, action items for successfully addressing the issue.

Participants were informed that focus group meeting notes would not include information that attributed comments to a specific person. Participants spoke openly and candidly expressing their experiences, thoughts, and suggestions. Their perspectives are very much appreciated and are summarized here.

# Focus Group Summary Report Regarding “A Respectful Atmosphere”

Pinellas County Human Resources

## Results:

An assessment of the focus group discussions revealed six primary themes that address interpersonal experiences within HR and interactions with customers from outside of the HR department.

### Theme #1: Feeling Connected and Communication:

Across all of the focus groups, participants expressed a desire to feel more connected and to be “in the loop” regarding events and decisions that are impactful for our staff. Many of the participants referenced a need for more communication and transparency. Participants expressed satisfaction with information shared during our informal weekly department huddles but pointed out that there are information gaps for staff that are not present during a huddle. There were observations regarding a need to adjust to changes in how information is shared. For example, some feel that communication has become more linear (shared through the HR Officers), and that some communications would be better received if they came from directly from Kimberly rather than through the Officers. Several participants expressed a desire to develop a genuine connection with Kimberly. Concerns were raised that HR Officers may not deliver consistent information across the HR Centers of Excellence (COEs) regarding decisions made and thoughts expressed during HR leadership meetings, Appointing Authority meetings, Etc. In some situations, information travels “through the grapevine” and reaches team members before they hear it from their manager.

### Theme #2: A Foundation of Trust:

Focus group participants discussed a variety of factors that influenced their feelings about trust. Some respondents mentioned a desire to feel that “management has their back” regarding interactions with customers rather than assuming that the customer’s criticisms of the employee are accurate and valid. Questions were raised about how HR staff are perceived, what (if any) influence did Appointing Authorities opinions have on our new HR leadership, were existing HR staff characterized negatively by other Appointing Authorities? Is the low employee voice survey participation rate (69%), an indicator that employees don’t trust that their responses are anonymous? Another perspective proposed that staff members may feel more comfortable sharing their feelings, and frustrations with coworkers rather than their manager. Discussions also included the expectation that HR needs to set the standard by understanding and recognizing the value of building trustworthy relationships through open communication among our entire team. Some expressed that trust is a foundational element and that a respectful atmosphere is built upon a foundation of trust.

### Theme #3: Positive and Negative Experiences Regarding Respect:

Many participants mentioned feeling respected by customers. Respondents said that most customers are respectful however, there should be support from HR management and consequences for those customers (active employees) from other departments that resort to personal attacks during interactions with HR staff. Some participants shared concerns about HR managers or co-workers who express negative comments about other HR employees behind their back. A few participants shared feelings about favoritism indicating their perception that certain COEs or certain staff members are more favored than others which leaves them feeling less important. Regarding being respected by other Appointing Authorities there are mixed results. Most participants said they feel HR is respected by other agencies however, some participants shared feelings of being disrespected in the past and on occasions when it appears that an Appointing Authority may disregard recommendations from HR.

# Focus Group Summary Report Regarding “A Respectful Atmosphere”

Pinellas County Human Resources

## Theme #4: Respect and Inclusion:

During discussions with several focus groups there were opinions, experiences, and observations shared regarding diversity and inclusion and influences on feeling respected. Some participants mentioned that respect may look different to each of us. Everyone has an important role as part of the team, and we need to recognize that people have different work and learning styles and it’s important to understand each other’s differences. “We have to consider the generational and cultural differences that we have”. “If things are more inclusive we can gain from hearing other coworkers’ perspectives that helps us understand these issues”. Some participants mentioned being treated differently by customers because of their appearance or because they may speak with an accent. Several participants mentioned a desire for HR to take action regarding diversity and inclusion rather than continuing to talk about it, “we have to walk the walk on diversity and inclusion.”

## Theme #5: Respect and Recognition:

Similar to the linkage with inclusion, participants in several focus groups shared thoughts and observations about recognition and influences on feeling respected. A few participants mentioned feeling very respected within their COE but when suggestions or recommendations are shared outside of the COE the suggestions seem not to be valued in the same way. In other words, “ideas become marginalized outside of the COE”. Some participants felt that recognition is needed for time and effort, “value” that staff contribute to various efforts. In addition, there was an opinion that efforts might be ignored and not discussed. “Sometimes it’s like the effort never happened”. It was mentioned that some staff are in roles that involve little ability to discuss the work that they do, and as a result Kudos/recognition may not be forthcoming. Some participants felt that high performers are recognized/rewarded with more work and low performers may not be carrying their load which contributes to a feeling of disrespect.

## Theme #6: Bridges and Barriers to Team Building:

All of the focus group discussions included thoughts and opinions about team building. Some feel that respect among employees is good, but we could do a better job of building bridges across COEs. Some expressed a desire to spend more time visiting with others and shadow what they do in order to understand more about them and the amount of effort that goes into the work they do. Along with the willingness and desire to participate in team building activities, participants mentioned some challenges. Surprisingly, there was no mention of remote work as a barrier to team building even though the HR team spent many months being apart from one another during the COVID-19 pandemic. In every focus group there were participants that mentioned the physical barrier between staff on the first floor of the Annex building and staff on the fourth floor as an impediment to team building.

## *Recommended Action Items:*

Focus group participants offered a variety of suggestions as follows:

### Communication:

- Share frequent updates about what's happening with some of our recruitments.
- Share more information about what's happening operationally within the department.
- Provide additional insights regarding the vision for the department.
- Provide information about discussions from HRLT meetings and Appointing Authority meetings.
- Conduct more frequent employee opinion surveys within HR.

# Focus Group Summary Report Regarding “A Respectful Atmosphere”

Pinellas County Human Resources

## *Recommended Action Items: (continued)*

### Trust:

- Be open to suggestions and to constructive criticism.
- Empower employees at all levels by trusting their judgment.
- We need to understand our actions and the impact they have on the people around us. Be aware of our behavior.
- Revisit and build upon the recommendations provided from the cross functional groups.

### Respect:

- Managers need to confront negative behaviors such as staff members that complain about other HR staff.
- Treat all team members with dignity and respect.
- More learning opportunities for managers about building a respectful atmosphere.
  - Learn about transformational leadership.
  - Perhaps have managers completed the Certified Public Manager program.

### Inclusion:

- Develop plans to address the inclusion issues in terms of people, processes, policies, and practices.
- Provide learning opportunities about bias and unconscious bias.
- Develop measures of inclusivity related to hiring, promotions, and turnover.

### Recognition:

- Explore opportunities to use the “Praise” app that’s available in MS Teams.
- Encourage peer to peer recognition and gratitude.
- Gain an understanding of how each person prefers to be recognized, we all have preferences.

### Team Building:

- Pursue opportunities and activities that are fun and useful for building trust.
- Whenever possible, promote the use of cross functional teams to enhance team building.
- Explore opportunities for staff to participate in team building activities outside of work.



## Human Resources Director Action Taken Under Authority Delegated by the Unified Personnel Board

The Human Resources Director, having been granted delegated authority to act on behalf of the Unified Personnel Board, has taken the following actions from **January 30, 2022 through February 26, 2022**.

### REVISION

| Spec No. | Title         | PG  |
|----------|---------------|-----|
| 13740    | Craftworker 1 | C18 |



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## Unified Personnel Board/Appointing Authorities Workshop Agenda

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Date: March 7, 2022  
Time: 2:00 – 5:00 p.m.  
Location: 315 Court Street, 4th Floor Clerk’s Conference Room  
Clearwater, Florida

- I. Introductions
- II. Discussion of Personnel Rule 3.C.1.e
- III. Discussion of Process for Evaluation of HR Director
- IV. Discussion of Annual Goals for HR Director
- V. Update from HR Director
- VI. Topics Received from Appointing Authorities
  - a. Revised BTS Structure – Barry Burton
  - b. Diversity Committee Creation - Barry Burton
- VII. Open Issues for Discussion

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