



UNIFIED PERSONNEL BOARD AGENDA

Date: November 4, 2021

Time: 6:30 p.m.

Location: Parks and Conservation Resources – Magnolia Room
12520 Ulmerton Road, Largo, Florida

- I. Citizens to be Heard*
- II. Employees' Advisory Council (EAC) Representative
- III. Consent Agenda
 1. Request Approval of the Minutes of the Personnel Board Workshop held September 22, 2021
Approved
 2. Request Approval of the Minutes of the Regular Personnel Board Meeting held October 7, 2021
Approved
- IV. New Business
 1. Personnel Board Appointment
Ric Davis appointed
 2. Review of the Sunshine Law
- V. Informational Items
 1. Kimberly's HR Update
 2. Action Taken Under Authority Delegated by the Personnel Board
 3. 2021 Human Resources Employee Voice Survey Results

* 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 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.

Persons are advised that, if they decide to appeal any decision made at this meeting/hearing, they will need a verbatim record of the proceedings, and, for such purposes, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is based.

Joint Unified Personnel Board/Appointing Authorities Meeting
Pinellas County
September 22, 2021

The Unified Personnel Board (UPB) and the Appointing Authorities met for a joint meeting at 2:03 PM on this date in the Clerk's Fourth Floor Conference Room at the Pinellas County Courthouse, 315 Court Street, Clearwater, Florida.

UPB Members Present:

Joan M. Vecchioli, Chair
Ricardo Davis, Vice-Chair
Jeffery Kronschnabl
Peggy O'Shea
Kenneth Peluso
Paul Rogers
William A. Schulz II

Appointing Authority Members Present:

Whit Blanton, Executive Director, Forward Pinellas
Barry A. Burton, County Administrator
Kimberly Crum, Human Resources (HR) Director
Marc Gillette, Deputy Supervisor of Elections, representing Julie Marcus
Jeffery Lorick, Office of Human Rights Director
Jeanette Phillips, Chief Deputy Director Finance Division, representing Ken Burke
Jeff Rohrs, Chief Information Officer, Business Technology Services
Charles W. Thomas, Tax Collector
Mike Twitty, Property Appraiser
Jewel White, County Attorney

Appointing Authority Members Not Present:

Ken Burke, Clerk of the Circuit Court and Comptroller
Julie Marcus, Supervisor of Elections

Others Present:

Jennifer Monrose Moore, Ogletree, Deakins, et. al, P.C., Board Counsel
Carole Sanzeri, Senior Assistant County Attorney
Teresa Ribble, Deputy Clerk, Board Reporter
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 2:03 PM and led the Pledge of Allegiance.

INTRODUCTIONS BY BOARD MEMBERS AND APPOINTING AUTHORITIES

At the Chair's request, those in attendance introduced themselves.

OVERVIEW OF SPECIAL ACT AND ROLE OF PERSONNEL BOARD

Attorney Moore indicated that the agenda packet includes a copy of the Special Act and a summary of its scope and provided a brief overview of both documents; whereupon, Chair Vecchioli referenced the Act's appendix which includes a list of exempt positions and noted that there is an agenda item related to exempt employees; whereupon, Attorney Moore suggested that both agenda items could be merged into one discussion.

Attorney Moore elaborated on various aspects of the Act and the Personnel Rules adopted by the UPB and referred to Attorney Sanzeri's August 26, 2021 memorandum titled *Unified Personnel Board Rules to Exempt Employees*. She clarified that the Rules are largely directed to classified employees; that consistent with the Special Act, it is not within the Personnel Board's authority to address exempt employees in most situations; and that it should be determined whether exempt employees should be referenced within these rules and/or how they should be handled if they are not covered.

Attorney Moore related that according to the memo, Personnel Rules 1 through 4 reference exempt employees either in whole or in part; that Rules 5 through 8 do not apply to exempt employees; and that it is recommended that the Appointing Authorities determine whether they want provisions on exempt pay in the Personnel Rules and, if not, ask the UPB to repeal those parts of the rules that they find undesirable, and discussion ensued.

At the request of the Chair, Ms. Crum provided perspective related to these topics by sharing that there was a recent discussion amongst the Appointing Authorities related to a desire to provide exempt employees emergency pay over and above what is typically available; that the County Attorney's Office opined that certain Personnel Rules would need to be adjusted; and that it brought to light that exempt employees are sometimes included in the rules and other times are not.

Following lengthy discussion, Mr. Thomas recommended that any references to exempt employees be removed from Personnel Rules 1 through 4; and that each Authority should work to adopt a time off policy that reflects the layout of the classified leave policy in order

to simplify the process and remain consistent. Attorney White suggested that each Authority could adopt an exempt time off rule by referencing Personnel Rule 4 as it relates to classified employees with the additional language of “as amended from time to time”; that as the rule for classifieds is amended, the language would ensure the exempt rule would automatically be updated; and that her office could work with HR to draft the language to make that work for everyone, and Mr. Thomas concurred.

Ms. O’Shea stated that any new policy should not go into effect until all Appointing Authorities are set to go live at the same time and Attorney White noted that regardless of the outcome, the UPB would still create exempt positions as it is part of the Special Act and cannot be changed.

In response to queries by the members, Ms. Crum, with input by Attorney Sanzeri, indicated that each new position is set within the classified, classified excluded, or exempt categories based upon the professional recommendation provided by the HR Department; and that overtime for the classified excluded category is not covered under the Fair Labor Standards Act and instead has its own separate provision.

Discussion ensued concerning the need for and benefits of consistency in the rules as they apply from each Appointing Authority, and Mr. Burton summarized that the Appointing Authorities can work together to review the policies and are in general agreement to ensure consistency within the rules.

Chair Vecchioli opened the floor for discussing the Appointing Authorities’ expectations of the Board and for any suggestions for improvement; whereupon, Mr. Marion recalled that there has been concern regarding appeal hearings at which an employee could not obtain legal representation, while the Appointing Authority had legal counsel to present their case.

Chair Vecchioli provided historical perspective, and Attorney Moore indicated that the Act does not support the creation of a rule which would negate the ability of the Appointing Authority to be provided legal representation. Mr. Davis noted that he feels the Board has been sensitive to employees’ presenting their cases without legal representation and has sometimes provided leeway in an attempt to balance the presentations of both sides.

Mr. Lorick noted that there has been discussion related to obtaining legal training for the Employees’ Advisory Council (EAC) Advocates who present cases on behalf of employees; whereupon, Attorney White indicated that her office will research potential resources with regard to providing appropriate training, and discussion ensued.

The meeting recessed at 3:13 PM and reconvened at 3:30 PM.

DISCUSSION OF PERSONNEL RULES FOR EXEMPT EMPLOYEES

This topic was discussed in the previous agenda item.

DISCUSSION OF PROCESS FOR EVALUATION OF HR DIRECTOR

Referring to the evaluation form included in the agenda packet, Chair Vecchioli provided an overview of the Board's typical process for evaluating the HR Director, as well as potential changes which have been discussed by the Board, and related that feedback from the Appointing Authorities is being sought in terms of the evaluation form and the process.

During discussion, Mr. Burton relayed that he believes that both the Appointing Authorities and EAC members should be able to provide input into the establishment of the HR Director's goals and objectives; that EAC members should be given a more anonymous method of contributing feedback for the evaluation; and that the form should include an overall rating since some categories may be valued differently by those providing input into the evaluation.

Lengthy discussion ensued and included the following topics regarding the evaluation process:

- Potential methods of maintaining anonymity for EAC members
- Bi-annual meetings between the UPB and Appointing Authorities
- Addition of quantitative measures to the evaluation
- Communication with the Board at any time

Attorney White pointed out that anonymity is disfavored by the law; that Board members could offer one-on-one meetings with EAC members to provide a high-level of comfort regarding feedback transparency; that case law supports the inclusion of names on written evaluations; and that evaluations should be made part of the public record; whereupon, additional discussion ensued regarding EAC members' perceptions of fear of possible retaliation and retribution.

DISCUSSION OF ANNUAL GOALS FOR HR DIRECTOR

Referring to the draft HR Director Goals included in the agenda packet and responding to a query by Mr. Thomas, Ms. Crum related that the goals were developed by her team as a starting point for discussion; whereupon, Chair Vecchioli explained that the Board asked Ms. Crum to develop the goals based upon the past year; that the goals may or

may not be adopted for the future; and that the Board would like input from the Appointing Authorities before they are approved by the Board.

Discussion ensued regarding the following topics:

- Opportunities for the addition of quantitative measures
- Multi-year goals and/or objectives
- Development of performance metrics for customer service goal
- Utilization of technology around key performance indicators

Ms. Crum related that the HR Department's role across the various Appointing Authorities differs based on the structure and needs of each; and that she would be glad to discuss any additional assistance that can be provided.

Chair Vecchioli referred to upcoming strategic planning for the HR Department and indicated that it would be helpful for the Appointing Authorities to provide input during the process; and that Ms. Crum's periodic updates to the Board can be shared with the Appointing Authorities if they would find that helpful; whereupon, Mr. Davis opined that there should be flexibility with regard to the strategic direction of the department due to the potential for unforeseen circumstances.

OPEN ISSUES FOR DISCUSSION

Chair Vecchioli opened the floor for discussion and, hearing none, indicated that she would like to discuss the process related to any future appointment of an Interim HR Director; whereupon, Attorney Moore provided input based upon the context set forth in the Act and relayed that there is no distinction regarding appointment of an Interim HR Director or an HR Director; that the Assistant HR Director would assume the role in the absence of the HR Director; and that the Board and the Appointing Authorities should immediately meet to facilitate recommendations to fill the position. Chair Vecchioli briefly provided a historical perspective on the process utilized during in the past and noted that there is a need to clarify the process for future reference.

ADJOURNMENT

Chair Vecchioli adjourned the meeting at 4:32 PM.

Unified Personnel Board
Pinellas County
October 7, 2021 Meeting Minutes

The Unified Personnel Board (UPB) met in regular session at 6:31 PM on this date in the Magnolia Room at the Pinellas County Extension Office, 12520 Ulmerton Road, Largo, Florida.

Present

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

Not Present

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
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 6:31 PM; whereupon, she led the Pledge of Allegiance.

CITIZENS TO BE HEARD

None.

EMPLOYEES' ADVISORY COUNCIL (EAC) REPRESENTATIVE

EAC Representative Charles Toney appeared and presented the following updates:

- Nomination forms for the upcoming EAC election were sent out on October 4 and the ballots will be distributed on November 29 with a return deadline of December 10.
- A Board of County Commissioners joint meeting with the Federal Legislative Delegation was held on September 9 where he expressed employees' concerns regarding proposed changes to the Florida Retirement System.

CONSENT AGENDA

Mr. Peluso moved that the minutes of the regular meeting held on September 2, 2021 be approved. The motion was seconded by Ms. O'Shea and carried unanimously.

NEW BUSINESS

Revisions to Evaluation Forms

Chair Vecchioli indicated that there are multiple items for the Board to act on that were suggested during the earlier UPB workshop with the Appointing Authorities, the first being revisions of evaluation forms. She noted that a section for an overall rating has been added to the form used by the Appointing Authorities and EAC members; and that the form for UPB members is broader and includes a section for overall level of performance.

Mr. Peluso made a motion, which was seconded by Mr. Davis and carried unanimously, that the Board approve the revisions to the evaluation forms.

HR Director Goals

Ms. Crum related that she appreciates and accepts the feedback given at the UPB workshop with the Appointing Authorities; that HR has filled the Officer position that will oversee data collection and analysis; and that the team will be working towards recommending more quantitative goals to implement across the entire HR system.

In response to a query by Mr. Peluso, Ms. Crum stated that the new Officer has been in his position for about a month; that four additional people have been hired in the department; and that she hopes to have some recommended goals for the Board to consider in the near future.

Chair Vecchioli requested that the Board formally adopt the HR Director goals as they currently exist and noted that the list will be revised over time to add new metrics and goals, which would then come back to the Board for approval.

A motion was made by Ms. O'Shea, which was seconded by Mr. Davis and carried unanimously, that the HR Director goals be adopted.

Schedule for Performance Evaluation

Chair Vecchioli related that Ms. Crum was hired in September 2020; and that her first performance evaluation would likely be for a period longer than the standard 12 months. She proposed that the HR Director's performance be evaluated from September 2020 through December 31, 2021; that evaluation forms would be completed and sent to the Board in the first quarter of next year; and that the goal would be for the Board to deliver the performance evaluation to the HR Director by its March meeting.

Mr. Davis made a motion to approve the proposed schedule. The motion was seconded by Mr. Kronschnabl and carried unanimously.

Schedule of Future Workshops

Chair Vecchioli discussed scheduling UPB workshops with the Appointing Authorities for the upcoming year, suggesting that the months of March, for the inclusion of HR goals, and September, for receiving a progress report, would be ideal. Mr. Peluso made a motion that the Board schedule workshops in the months of March and September 2022 as proposed and the motion was seconded by Mr. Kronschnabl. Upon call for the vote, the motion carried unanimously; whereupon, Ms. Crum expressed her appreciation to the members for providing their support and the opportunities for her team to help ensure they are successful.

During discussion and in response to queries by the members, Ms. Crum indicated that an internal committee has been formed to remove references to exempt employees from certain UPS rules; that HR is working with the County Attorney's Office to draft a document to specifically address exempt employees for use by the Appointing Authorities; and that once all are in agreement, HR will come back to the Personnel Board for final approval.

Responding to comments by Mr. Davis and Chair Vecchioli regarding legal counsel for the Board, Attorney Moore stated that her firm is contracted through the County Attorney's Office; and that the contract provides a billing rate and names a backup attorney for when she cannot attend a scheduled meeting.

INFORMATIONAL ITEMS

Human Resources Update

Ms. Crum referred to the update document provided in the agenda packet and highlighted the following items:

- New hires and promotions
- The front entrance of the Annex building has been renovated.
- The COVID-19 vaccination incentive
 - Over 1600 emails have been received
 - Deadline to submit a vaccination card is November 8
 - COVID-19 related time off for newly hired employees
- Preparation for the upcoming annual enrollment period
- Employee benefits administration is moving to Cigna, which will cover medical, behavioral health, EAP, and other services.
 - The expected disruption rate caused by changing from United HealthCare to Cigna is just over 1.9%.
 - Cigna is offering four on-site personnel to assist employees.
 - The County expects to save approximately \$1 million over five years.
 - Prescription drug coverage remains with Express Scripts, also owned by Cigna.
- The Medicare Advantage Program will offer the same plan and premiums.
- New voluntary benefits to add accident, hospitalization, and critical illness policies.
- Upcoming general increase for employees
- Workforce Strategy
 - 377 new hires through September
 - Fingerprinting will resume on-site

In response to queries by Mr. Peluso, Ms. Crum stated that vaccine cards are voluntarily submitted by employees and are stored separately, not to be exposed under any circumstance as part of a public record. She noted that the County remains slightly ahead of schedule in regard to hiring; and that the County is hiring approximately the same amount of people that it is losing each month.

Responding to concerns by members, Ms. Crum related that COVID-19 has impacted healthcare costs but that the County has been able to keep costs flat; that in order for employees to be eligible for the general increase they must be present prior to the end of the current fiscal year and be in good standing; and that the Appointing Authorities have the option to include or exclude employees from the general increase.

During discussion, Ms. Crum explained how the general increase is applied and indicated that County turnover has slightly increased; and that it is not experiencing much difficulty in recruiting.

Action Taken Under Authority Delegated by the Personnel Board

Ms. Crum asked the Board for its approval of requests made through compensation and classification.

Reformatting for Personnel Rules 4, 6 and 7

Ms. Crum related that HR will be reformatting a few personnel rules, located on its website, in order to be compliant with American with Disabilities Act requirements.

ADJOURNMENT

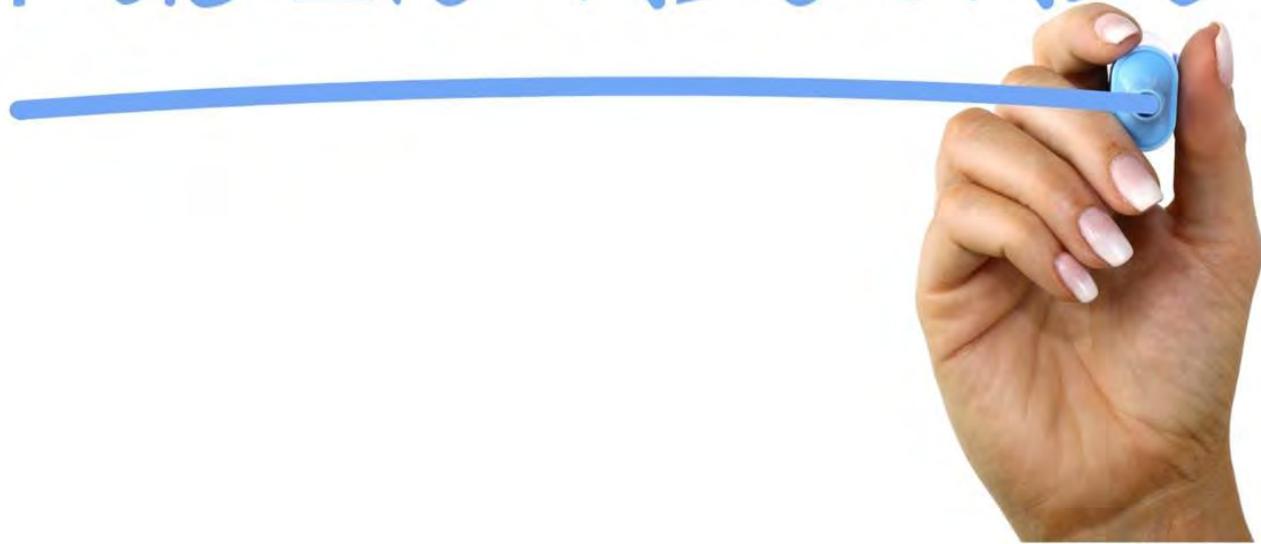
There being no further business, Chair Vecchioli adjourned the meeting at 7:19 PM.

2021 Florida Statutes 119 and 286: “The Sunshine Law”



State of Florida

PUBLIC RECORDS



AUTHORITY

- ❖ Florida law provides individuals a right of access to inspect or copy public records.



PUBLIC RECORD

- 1) All documents.
- 2) Made or received pursuant to law or in connection with the transaction of official business by any agency.
- 3) Made to formalize knowledge.
 - UPS Board is an Agency as defined under 119.011
 - Purpose of a document relates to official UPS Board actions or considerations
 - Document is transmitted
 - Document is not otherwise confidential or exempt



ANYTHING-REGARDLESS OF FORM-MADE OR RECEIVED IN CONNECTION WITH OFFICIAL BUSINESS

➤ **Public Records** (if made or received in connection with official business; final or draft form);

- Written documents (hard copy or electronic)
- Recordings (video or voice, including voicemail)
- Text messages (to or from anyone regarding public business)
- Photos
- Electronic Communications (Email, social media)

➤ **Not Public Records**

- Any of the above not made or received in connection with official business
 - Where to meet for lunch
- Personal information on the public server
 - Between family members regarding personal matters
- Information/explanation



MADE TO PERPETUATE, COMMUNICATE, OR FORMALIZE KNOWLEDGE



- Not every record made in connection with official business is prepared to perpetuate, communicate, or formalize knowledge.
- Drafts/Notes
 - General Rule: not exempt from public inspection
 - Personal use exception: preliminary drafts or notes prepared solely for personal use, and are not intended to be the final evidence of the knowledge recorded are not public records.
 - Personal notes used to remember certain information, used as precursors, document mental impressions that will later for part of a government record etc.
 - Not shared, circulated, or communicated with anyone else
 - Not referenced by a public record or during a presentation (portion disseminated = public record; portion not read= not public record)
 - Not used by an official to make a decision or take action

CONFIDENTIAL

V.

EXEMPT

- **Exempt**: not subject to public disclosure at the option of the agency; the agency can decide to waive the exemption if there is a statutory or substantial policy need for disclosure. In the absence of such a statutory or other legal duty, agency should consider whether the release of such information is consistent with the purpose of the exemption before determining whether to waive the exemption and disclose the information.
 - Exempt records include:
 - Employee emergency contact information
 - Drug testing records
 - Deferred compensation
 - Personnel examinations
 - Sealed bids (limited time)
 - Pending and Current litigation
- **Confidential**: not subject to public disclosure and can *only* be released as per the applicable statute.
 - Confidential records include:
 - Social Security numbers
 - Bank account numbers
 - Medical Records
 - Adoption and birth records
 - Death certificates
 - Abuse records

HOW DO WE HANDLE A PUBLIC RECORD REQUEST-INTRAWEB



- Forward to agency's public records liaison (Peggy Sellards)
- Liaison shall promptly acknowledge receipt, preferably in writing, to the requester (form acknowledgement letters are on the intraweb)
- Liaison responsible for clarifying requests if necessary and document such
- When responsive records are found the liaison will initially access for exempt or confidential portions
- Assessment of records and any exempt or confidential portions shall be finalized in consultation with the agency's designated legal representative, who will provide the necessary language dealing with the exemptions for the transmittal letter



PENALTIES



- Negligent; no intent to violate
 - Noncriminal Infraction
 - Up to a \$500 fine

- Knowing or willful violation
 - F.S. 119.105 violation (protection of crime victims)
 - 3rd degree felony
 - Up to \$5000 penalty
 - Up to 10 years in prison
 - Subject to suspension and removal/impeachment
 - *All other provisions*
 - 1st degree misdemeanor
 - Up to a \$1000k fine
 - Up to 1 year in prison

- Unknowing violation



Public Meetings



PUBLIC MEETINGS

(1) All **meetings** of any board or commission of any state agency or authority or of any agency or authority of any county, municipal corporation, or political subdivision, except as otherwise provided in the Constitution, at which **official acts are to be taken are declared to be public meetings open to the public at all times**, and no resolution, rule, or formal action shall be considered binding except as taken or made at such meetings. The board or commission must provide **reasonable notice** of all such meetings.



APPLICABILITY

The Sunshine Law applies to appointed or elected boards (AGO 73-223), as well as those created by interlocal agreement (AGO 84-16). Specifically, it applies to:

- Final decision-making boards
- Advisory boards with *decision-making authority* (*Sarasota Citizens for Responsible Government v. City of Sarasota*, 48 S.3d 755, 762 (Fla. 2010))
 - Recommendations constitute “decision-making” (*Spillis Candela & Partners, Inc. v. Centrust Savings Bank*, 535 So.2d 694)
 - Fact-finding exemption: advisory boards vested with only pure fact-finding or information-gathering authority are exempt from the Sunshine Law.
- Staff committees if staff has been vested with decision-making authority (*Wood v. Marston*, 442 So.2d 934 (Fla. 1983))
 - Examples: narrowing down an issue, or ranking proposals on behalf of a Sunshine body
 - It is the nature of the acts performed that govern, rather than the makeup of the committee



“Meeting” (*Hough v. Stembridge*, 278 So.2d 288 (Fla. 3d DCA 1973)):

- *Any gathering*, whether formal or casual
 - Official board meetings, workshops, organizational sessions
 - Verbal conversations (phone, Skype)
 - Electronic Written conversation (email/text/Facebook/Twitter/blogs)
 - De facto (use of staff or other liaisons to create conversation between members)
 - Fact-finding-investigative trips by boards with final decision-making authority, or trips by advisory boards if discussions ensue regarding matters that will foreseeably come before the board

- Any two or more members of the same board

- To discuss some matter on which foreseeable action could be taken by the board.

Substance over form

MEETING REQUIREMENTS

➤ Reasonable notice

- Reasonableness depends on the nature of the meeting
- Must provide the media and general public reasonable opportunity to attend

➤ Reasonable opportunity to be heard (F.S. 286.0114(2))

- Allow public comment on any proposition coming before a board or commission

➤ Accessible:

- Must be held in facilities that do not discriminate or unreasonably restrict access

➤ Minutes:

- Minutes must be taken and promptly recorded
- A verbatim record is not required



Practical guidance

- One Bite Rule- Conversations require a response, therefore an initial statement or a question will not create a violation
- No Agenda required
- No abstaining from a vote. (*See F.S. 286.012, prohibits members from abstaining from a vote unless voting conflict*)

VIOLATIONS

➤ Penalties

- Anyone who **knowingly** violates the Sunshine law is guilty of a Second Degree Misdemeanor, which allows for a \$500 fine and up to 60 days in jail. Florida Statutes, Sections 286.011(3)(b), 775.082(4)(b), 775.083(1)(e).
- Removal from office is an alternative inclusive penalty
- A board found guilty will be subject to paying the attorney fees of the member of the public challenging the Board action.
- Any action taken by the board in violation of the Sunshine law is **void**.

➤ Opportunity to Cure

- Where a board does not merely perfunctorily ratify or ceremoniously accept at a later or open meeting those decisions which were made at an earlier secret meeting but rather takes “independent final action in the Sunshine”, the decision of the board or commission will not be disturbed.” *Tolar v. School Board of Liberty County*, 398 So.2d 343 (Fla. 1979).

RESOURCES

- Intraweb
 - <https://www.youtube.com/watch?v=2fZ3ikqZ1o4&feature=youtu.be>
- County Attorney's Office
- Online Sunshine -
<http://www.leg.state.fl.us/Welcome/index.cfm?CFID=33535098&CFTOKEN=75ebfefcfc841191-753AC11C-5056-B837-1AC43094A106F58B>



Unified Personnel Board – HR Update November 2021 (October 2021 updates)

Internal Recruitments

- We recently welcomed two recruiters, Noemy Pita and Rebecca Geiger.
- Currently, conducting interviews for HR Technology and Performance Enhancement Manager.

COVID-19 Vaccine Incentive Payment

- Employees can submit a copy of their COVID-19 vaccination card to Benefits no later than November 8.
- The Benefits team is processing the vaccination cards to ensure payment in the November 24 paycheck. All employees who provided a copy of their card have received confirmation, and the Benefits team is confirming new cards as they are received.

COVID-19 Additional Administrative Leave for Eligible Employees

- Employees who meet the following criteria are eligible for additional paid leave time on an as needed basis:
 - Are fully vaccinated by November 8
 - Test positive for COVID-19 or must quarantine based on CDC guidelines
 - Their position is not eligible to work from home OR their position is eligible to work from home, but they are too sick to perform their duties
 - Started after April 1, 2020
- Benefits created the [Request for COVID-19 Leave with Pay form](#) to expedite requests.

Benefits & Wellness

- The following benefits providers changes will be effective January 1, 2022:
 - Medical/Employee Assistance Program/Behavioral Health to Cigna from UnitedHealthcare
 - Medicare Advantage to Aetna from UnitedHealthcare (for retirees)
 - COBRA to iTedium from Discovery Benefits
- Plans and premiums will not change in 2022.
- We will offer voluntary benefits in 2022 that are 100% employee paid including Accident, Hospital Indemnity and Critical Illness.
- New enrollment phone lines are available on the Annual Enrollment website:
 - Cigna's phone line is live to help employees with questions about the plans they will administer in 2022: medical, prescription, dental, EAP, and behavioral/mental health.
 - A Benefits Enrollment Center phone line staffed by our consultant team, Willis Towers Watson, will be available from November 1 to 15, from 9 a.m. to 9 p.m. They are equipped to assist with our new voluntary benefits, as well as answer questions about any of our other benefits. Employees may schedule an appointment now.
 - Benefits staff are available to answer questions Monday to Friday, from 7:30 a.m. to 5 p.m., with additional hours available upon request.
 - Benefits staff will also be available for one-on-one enrollment assistance, in person, virtually, or by telephone.

- We are hosting multiple Annual Enrollment information sessions including early morning, late evening and weekend hours to provide a preview of the upcoming changes for 2022.
 - A Cigna representative is present at all information sessions and an Aflac team member is available to answer questions at select sessions.
 - We will make a recording of one information session available for all employees.
- Flu Shot Clinics - 1 in September and 7 in October, administered 222 flu vaccinations.
- In partnership with Baycare, Wellness offers Employee VIP Mammography days at their Morton Plant and Carrillon locations in October and November.
- We hosted these October webinars: Breast Cancer Prevention (in partnership with Moffitt Cancer Center), Power Pair Foods (Nutrition), and Financial Aspects of Healthcare (Financial Well-being).
- The countywide Maintain Campaign employee challenge begins on November 15.
- We are offering the following webinars in November: Lung Cancer Prevention, Making the Holidays Happier, and Boosting Energy Naturally.

Classification & Compensation

- Position assessment questionnaires have been distributed to all of the 12 priority groups included in the priority audit project for the BCC.
- Launched our benchmark salary survey that covers 82 different job classifications. The survey was distributed to 16 Florida counties and cities.
- Partnering with the Tax Collector's Office to examine the positions within their Tax Technician job family to ensure they are correctly classified and allocated to the appropriate pay grades.

Communications & Outreach

- The Colors of Pinellas Art Show registration has concluded, and the virtual show is now posted.
 - We have 152 artists and over 260 artwork submissions.
 - We invited employees, retirees and volunteers to vote for the People's Choice Award.
 - We will announce winners on November 8.

Human Resources Management System (HRMS)

- Part of the OPUS/EBS upgrade will be to use Oracle/OPUS as our system of record for performance evaluations. HR is working with our vendor and representatives in various Appointing Authorities to develop templates that can be used in Oracle.

Organizational & Talent Development (OTD)

- Served 1,233 attendees in learning opportunities this quarter. Attendees find the learning opportunities favorable, engaging, and relevant to their jobs with a rating of 3.84 out of a possible 4.00
- Educational Assistance continues on an upward trend, up 11.6 % from the previous fiscal year end.
- ULearnIT, the County's e-learning online portal, was used by 787 unique users in the last two months, viewing 4,462 courses, 4,154 videos, 133 books, and 23 audiobooks.
- Letter of Agreement executed with Florida State University to continue to provide the Certified Public Manager program, a nationally-recognized leadership program. The primary goal of the program is to professionalize public management and improve organizational efficiency and effectiveness.

Planning and Performance

- Planning and Performance along with OTD is working on Strategic Planning with Public Works and Utilities.
- HR Business Partners are working with departments on just in time learning opportunity requests including performance evaluation training and conflict resolution.

Workforce Strategy

- Processed 427 new hires in 2021 to date. We continue to stay up-to-date with recruitments.
- In-house fingerprinting has now resumed and is being done during onboarding appointments.

- Planning for the Taleo and EBS/OPUS integration has begun which will streamline the recruitment process, positively impact the hiring manager and candidate experience, and enhance external visibility.
- In conjunction with the Taleo upgrade, we are looking into options for an internal job board.
- Workforce Strategy has already implemented several process improvements forms (recruitment request, veteran's compliance memo and new hire notification/onboarding forms) to streamline and automate our process.



**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 **September 26, 2021 through October 23, 2021**.

DELETION

| Spec No. | Title | PG |
|-----------------|---------------------------|-----------|
| 01552 | Intergovernmental Liaison | E25 |

From: [Crum, Kimberly](#)
To: [Human Resources Distribution Group](#)
Subject: Human Resources Employee Voice Survey Results
Date: Friday, October 22, 2021 4:05:11 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[Executive Summary HRD2021.pdf](#)
[Roll Up and Yearly Comparison HRD2021 Final.xlsx](#)

Good Afternoon, Team:

I am pleased to share with you the results of the 2021 Employee Voice survey for our department.

It is time to celebrate all that we have accomplished as a team since the last survey (in the fall of 2019). This two year period has served up challenges that 2019's HR team could not have imagined--changes in leadership coupled with the pandemic, have shown us just how much we can accomplish when we work together as a team. It is safe to say that every facet of our operation has been tested and our team has proven that we are here for **all** of it! This important feedback presents another opportunity--to celebrate our successes, analyze critical areas, and develop action plans for continuous improvement in our HR organization. Together, we will ensure that the plans we develop are put into action.

Our team is made up of talented professionals, some tenured historians and some new. We are diverse in our makeup and in the way we approach work and solve problems. All perspectives are necessary as we review the results. I am asking that each of you review these results prior to our Staff Meeting on Wednesday, October 27, so that you are prepared to contribute to small group discussion. Due to the size of our department, survey comments were not made available to us in order to protect the anonymity of employees.

Some of the ways you can analyze the results are listed here but I encourage you to incorporate your personal experiences and perspective in how you interpret the results.

- Which HR items are noticeably higher/lower than the UPS as a whole? What are some possible reasons for this?
- Which department ratings are noticeably higher/lower in 2021 compared to prior years (2017/2019) for the department? What are some possible reasons for this?
- How would you like to celebrate successful items?
- What are 3-5 areas of opportunity that when properly addressed, could make the greatest improvement in our workplace?
- Thinking 2 years ahead, what needs to happen now so that our workplace warrants an "Excellent" rating on the 2023 Employee Voice survey?

The HR Officers, Maria and I have created the following five high-performing teams, with the goal of creating a safe space where everyone's voice will be heard. I would like to thank the Team Leads for their eagerness in accepting the invitation to facilitate these important discussions.

Group 1

Danielle (Team Lead)

Bertha

Cantrece

Karla

Kevin

Nicki

Group 2

Ralph (Team Lead)

Jim B.

Mary

Peggy

Tiffany

Zam

Group 3

Tywanna (Team Lead)

Camille

Kat

Lauren

Maria R

Sarah

Group 4

Jane (Team Lead)

Gene

Jim V.

Judy

Noemy

Group 5

Natalie (Team Lead)

Carol

Kelli H

Kerri

Minerva
Rebecca

Thank you for everything you do to support our internal and external customers every day! I am proud to be part of this team, and continue to be excited about all that we are creating together. I look forward to our discussion on Wednesday.

KC

Kimberly R. Crum, SHRM-SCP

Director

Pinellas County Human Resources

400 S. Fort Harrison Avenue, Clearwater, FL 33756

Direct: (727) 464-3389

kcrum@pinellascounty.org

www.pinellascounty.org/hr

[How are We Doing?](#) (Please take a brief survey)

All government correspondence is subject to the public records law.

Follow Pinellas County Government Careers





Executive Summary

Human Resources

October 2021

Background and Introduction

This is the fifth biennial online employee survey conducted of the Unified Personnel System (UPS) employees. A third-party consultant, Empact Solutions, Inc. was utilized to field the 2021 study to ensure transparency and separation between Pinellas County and the raw data; no raw data was handled by the county at any point during the study or analysis.

Methodology

The survey launched on August 2, 2021, and closed at the end of the day August 26, 2021. During that time, Empact Solutions encouraged employees via several email reminder blasts to participate. Additionally, Empact Solutions conducted several in person sessions and virtual sessions to allow for the opportunity for questions from the employees prior to the launch of the survey.

Survey Content

Employees were asked to offer ratings of 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 questions measured satisfaction, engagement, retention, workplace culture and communication.

The metrics each reflected one of the dimensions from The Great Place to Work® Trust Index®, an industry 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)

There were no changes made to the questions in 2021 to preserve the trending capabilities of the data.

Analysis Notes

The tables that follow highlight overall Human Resources Department results from 2021. Base calculations reflect all responses, including “Don’t Know” responses but excluding respondents who skipped a given question. Tables that offer side-by-side comparisons to prior results also include “Don’t Know” responses, for fair comparison. Please note: all figures are displayed as whole numbers; therefore, the year-over-year change reflects the underlying decimal data.

Columns within the report that reference “Positive Ratings” reflect the combination of the following, depending upon the question scale, again including “Don’t Know” within the base calculation:

- The respondent selected “Very Likely” or “Somewhat Likely”
- The respondent selected “Strongly Agree” or “Somewhat Agree”



- The respondent selected “Excellent” or “Good”

Columns within the report that reference “Negative Ratings” reflect the combination of the following, depending upon the question scale:

- The respondent selected “Very Unlikely” or “Somewhat Unlikely”
- The respondent selected “Strongly Disagree” or “Somewhat Disagree”
- The respondent selected “Fair” or “Poor”

Key Findings

100% of the respondents for Human Resources reported that *Maintaining a work environment that is free of drug or alcohol abuse*.

86% of HRD employees are likely to recommend working for Pinellas County and this is a decrease of 8 percent from 2019.

The highest rated metrics in 2021 were:

- *Maintaining a work environment that is free of drug or alcohol abuse* (100%)
- *Overall, I am satisfied with my job* (91%)
- *I know what is expected of me at work* (91%)
- *Maintaining a work environment that is free of violence* (91%)
- *Work schedule flexibility* (91%)
- *The working relationships in my workgroup overall* (91%)
- *The quality of work being done in my workgroup overall* (91%)

The lowest rated metrics in 2021 were

- *A respectful atmosphere* (42%)
- *Availability of necessary materials, resources and equipment to do the job effectively* (42%)

Respondents rated 58 of 60 metrics favorably (over 50% positive ratings).

Metrics rated favorably by less than or equal to 50%:

- *A respectful atmosphere* (41%)
- *Availability of necessary materials, resources and equipment to do the job effectively* (42%)

Employee Voice

| How likely or unlikely are you to recommend working for Pinellas County to someone who asks? | | HRD Positive Rating 2021 | HRD Positive Rating 2019 | HRD Positive Rating 2017 | Change from 2019 | Metric Type |
|--|---|--------------------------|--------------------------|--------------------------|------------------|--------------------|
| | | % | % | % | % | |
| 1 | Level of recommendation | 86% | 94% | 94% | -8% | <i>Pride</i> |
| <hr/> | | | | | | |
| Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY. | | HRD Positive Rating 2021 | HRD Positive Rating 2019 | HRD Positive Rating 2017 | Change from 2019 | Metric Type |
| | | % | % | % | % | |
| 2 | Overall, I am satisfied with my job | 91% | 91% | 85% | 0% | <i>Pride</i> |
| 3 | Overall, I feel positive about working for PINELLAS COUNTY | 82% | 91% | 88% | -9% | <i>Pride</i> |
| 5 | I plan on working for this organization a year from now | 86% | 88% | 85% | -2% | <i>Camaraderie</i> |
| 6 | I feel positively challenged in my current job | 77% | 85% | 85% | -8% | <i>Pride</i> |
| 7 | I have good friends at work | 86% | 88% | 85% | -2% | <i>Camaraderie</i> |
| 8 | I know what is expected of me at work | 91% | 88% | 94% | 3% | <i>Respect</i> |
| 9 | I have the opportunity to do what I do best every day at work | 68% | 88% | 82% | -20% | <i>Pride</i> |
| 10 | My values match or fit with the values of this organization | 82% | 91% | 88% | -9% | <i>Camaraderie</i> |
| 26 | I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.) | 86% | 94% | 100% | -8% | <i>Fairness</i> |
| 27 | There is a connection between compensation and performance | 59% | 52% | 42% | 7% | <i>Fairness</i> |
| 11 | I have received recognition or praise for doing good work in the last quarter | 82% | 94% | 94% | -12% | <i>Respect</i> |
| 12 | In the last quarter, someone at work has talked to me about my progress | 68% | 76% | 85% | -8% | <i>Respect</i> |
| <hr/> | | | | | | |
| Please rate the quality of each of the following aspects of working for your DEPARTMENT. | | HRD Positive Rating 2021 | HRD Positive Rating 2019 | HRD Positive Rating 2017 | Change from 2019 | Metric Type |
| | | % | % | % | % | |
| 14 | The working relationships in my department overall | 68% | 64% | 56% | 4% | <i>Camaraderie</i> |
| 64 | Fostering a culture of inclusion | 59% | 76% | 69% | -17% | <i>Respect</i> |

Employee Voice

| | | | | | | |
|----|--|------|------|-----|------|--------------------|
| 15 | Communication among all members of my department | 64% | 45% | 66% | 19% | <i>Credibility</i> |
| 16 | The work being done at my department overall | 86% | 94% | 91% | -8% | <i>Pride</i> |
| 17 | Overall staff morale | 64% | 58% | 47% | 6% | <i>Respect</i> |
| 18 | A respectful atmosphere | 41% | 82% | 81% | -41% | <i>Respect</i> |
| 19 | Communicating standards of ethical behavior | 82% | 85% | 84% | -3% | <i>Credibility</i> |
| 20 | Modeling standards of ethical behavior | 86% | 79% | 84% | 7% | <i>Credibility</i> |
| 21 | Maintaining a work environment that is free of violence | 91% | 100% | 97% | -9% | <i>Fairness</i> |
| 21 | Maintaining a work environment that is free of harassment | 82% | 88% | 84% | -6% | <i>Fairness</i> |
| 22 | Maintaining a work environment that is free of drug or alcohol abuse | 100% | 100% | 94% | 0% | <i>Fairness</i> |
| 23 | Clarity of staff roles and responsibilities | 68% | 70% | 66% | -2% | <i>Fairness</i> |
| 25 | Compensation (salary and benefits) compared with similar opportunities | 73% | 85% | 72% | -12% | <i>Fairness</i> |
| 30 | Defining department performance objectives | 64% | 73% | 69% | -9% | <i>Credibility</i> |
| 32 | Supporting continual learning and development | 86% | 88% | 78% | -2% | <i>Respect</i> |
| 35 | Opportunities to develop a career path | 68% | 67% | 47% | 1% | <i>Respect</i> |
| 36 | Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.) | 91% | 61% | 25% | 30% | <i>Respect</i> |
| 37 | Availability of necessary materials, resources and equipment to do the job effectively | 68% | 73% | 72% | -5% | <i>Respect</i> |
| 39 | Providing individual and group work spaces to do the job effectively | 82% | 91% | 88% | -9% | <i>Respect</i> |

| Please rate each of the following aspects of your WORKGROUP. | | HRD Positive Rating 2021 | HRD Positive Rating 2019 | HRD Positive Rating 2017 | Change from 2019 | Metric Type |
|---|--|--------------------------|--------------------------|--------------------------|------------------|--------------------|
| | | % | % | % | % | |
| 40 | The working relationships in my workgroup overall | 91% | 79% | 97% | 12% | <i>Camaraderie</i> |
| 41 | Communication among all staff in my workgroup overall | 86% | 85% | 88% | 1% | <i>Credibility</i> |
| 42 | The distribution of work among team members in my workgroup | 73% | 67% | 59% | 6% | <i>Fairness</i> |
| 43 | The quality of the working relationships between sections or workgroups in this organization | 82% | 70% | 75% | 12% | <i>Respect</i> |
| 44 | The quality of work being done in my workgroup overall | 91% | 100% | 94% | -9% | <i>Pride</i> |
| 45 | Overall staff morale in my workgroup | 77% | 76% | 72% | 1% | <i>Camaraderie</i> |

Employee Voice

| Please rate each of the following aspects of your SUPERVISOR'S performance. | | HRD Positive Rating 2021 | HRD Positive Rating 2019 | HRD Positive Rating 2017 | Change from 2019 | Metric Type |
|--|--|-----------------------------------|-----------------------------------|-----------------------------------|------------------------|--------------------|
| | | % | % | % | % | |
| 46 | Fostering an atmosphere of mutual trust and confidence | 73% | 81% | 75% | -8% | <i>Credibility</i> |
| 47 | Promoting a positive working relationship among workgroup members | 77% | 78% | 75% | -1% | <i>Respect</i> |
| 28 | Dealing with low-performing employees | 64% | 48% | 44% | 16% | <i>Fairness</i> |
| 29 | Rewarding/recognizing high performing employees | 73% | 72% | 56% | 1% | <i>Fairness</i> |
| 31 | Applying discipline fairly and consistently | 68% | 66% | 59% | 2% | <i>Fairness</i> |
| 34 | Coaching or mentoring employees | 68% | 72% | 69% | -4% | <i>Respect</i> |
| 48 | Providing specific, constructive feedback that helps improve performance | 68% | 75% | 77% | -7% | <i>Credibility</i> |
| 49 | Working together with employees to set goals | 73% | 75% | 69% | -2% | <i>Credibility</i> |
| 50 | Communicating expectations of employees | 65% | 78% | 72% | -13% | <i>Credibility</i> |
| 51 | Encouraging employees to make decisions concerning their work | 82% | 84% | 91% | -2% | <i>Respect</i> |
| 52 | Informing employees about decisions that impact work | 77% | 75% | 75% | 2% | <i>Respect</i> |
| 54 | Treating employees with respect | 82% | 84% | 94% | -2% | <i>Respect</i> |
| 55 | Welcoming employee involvement in decision-making | 77% | 72% | 81% | 5% | <i>Camaraderie</i> |
| 65 | Accessibility of supervisor to address questions and concerns | 82% | 84% | 88% | -2% | <i>Credibility</i> |

Employee Voice

| Please rate the quality of each of the following aspects of your organization's EXECUTIVE LEADERSHIP, i.e. your Appointing Authority | | HRD Positive Rating 2021 | HRD Positive Rating 2019 | HRD Positive Rating 2017 | Change from 2019 | Metric Type |
|---|---|--------------------------|--------------------------|--------------------------|------------------|--------------------|
| | | % | % | % | % | |
| 56 | Clarity of strategic direction, goals and objectives | 73% | 78% | 81% | -5% | <i>Credibility</i> |
| 57 | Communicating information in a timely manner | 77% | 81% | 81% | -4% | <i>Credibility</i> |
| 58 | Communicating information that helps employees to understand the problems and issues facing Pinellas County | 59% | 72% | 81% | -13% | <i>Credibility</i> |
| 59 | Encouraging employees to come up with innovative solutions to problems | 73% | 84% | 69% | -11% | <i>Camaraderie</i> |
| 60 | Welcoming employee involvement in decision-making | 64% | 72% | 72% | -8% | <i>Camaraderie</i> |
| 61 | Listening to employee opinions | 73% | 81% | 78% | -8% | <i>Respect</i> |
| 62 | Promoting a climate of mutual understanding and respect among members of different groups | 73% | 75% | 81% | -2% | <i>Respect</i> |
| 63 | Overall level of confidence in the leadership of my top leadership | 73% | 72% | 81% | 1% | <i>Credibility</i> |

Metrics by Dimension:

| | Average of HRD Positive Rating 2021 | Average of HRD Positive Rating 2019 | Average of HRD Positive Rating 2017 |
|--------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Camaraderie | 78% | 79% | 78% |
| Credibility | 73% | 76% | 78% |
| Fairness | 76% | 76% | 70% |
| Pride | 83% | 92% | 88% |
| Respect | 73% | 77% | 75% |

HRD Employee Responses

| How likely or unlikely are you to recommend working for Pinellas County to someone who asks? | | UPS Positive Rating 2021 | HRD Positive Rating 2021 | UPS Positive Rating 2019 | HRD Positive Rating 2019 | UPS Positive Rating 2017 | HRD Positive Rating 2017 |
|---|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | % | % | % | % | % | % |
| 1 | Level of recommendation | 87% | 86% | 88% | 94% | 89% | 94% |

| Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY. | | UPS Positive Rating 2021 | HRD Positive Rating 2021 | UPS Positive Rating 2019 | HRD Positive Rating 2019 | UPS Positive Rating 2017 | HRD Positive Rating 2017 |
|--|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | % | % | % | % | % | % |
| 2 | Overall, I am satisfied with my job | 85% | 91% | 83% | 91% | 83% | 85% |
| 3 | Overall, I feel positive about working for PINELLAS COUNTY | 88% | 82% | 87% | 91% | 87% | 88% |
| 5 | I plan on working for this organization a year from now | 86% | 86% | 87% | 88% | 89% | 85% |
| 6 | I feel positively challenged in my current job | 79% | 77% | 79% | 85% | 78% | 85% |
| 7 | I have good friends at work | 82% | 86% | 85% | 88% | 86% | 85% |
| 8 | I know what is expected of me at work | 88% | 91% | 90% | 88% | 90% | 94% |
| 9 | I have the opportunity to do what I do best every day at work | 80% | 68% | 81% | 88% | 80% | 82% |
| 10 | My values match or fit with the values of this organization | 83% | 82% | 84% | 91% | 85% | 88% |
| 26 | I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.) | 85% | 86% | 89% | 94% | 87% | 100% |
| 27 | There is a connection between compensation and performance | 42% | 59% | 37% | 52% | 35% | 42% |
| 11 | I have received recognition or praise for doing good work in the last quarter | 72% | 82% | 72% | 94% | 75% | 94% |
| 12 | In the last quarter, someone at work has talked to me about my progress | 68% | 68% | 68% | 76% | 70% | 85% |

| Please rate the quality of each of the following aspects of working for your DEPARTMENT. | | UPS Positive Rating 2021 | HRD Positive Rating 2021 | UPS Positive Rating 2019 | HRD Positive Rating 2019 | UPS Positive Rating 2017 | HRD Positive Rating 2017 |
|---|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | % | % | % | % | % | % |
| 14 | The working relationships in my department overall | 71% | 68% | 70% | 64% | 70% | 56% |
| 64 | Fostering a culture of inclusion | 63% | 59% | 62% | 76% | 60% | 69% |
| 15 | Communication among all members of my department | 55% | 64% | 56% | 45% | 56% | 66% |
| 16 | The work being done at my department overall | 81% | 86% | 81% | 94% | 82% | 91% |
| 17 | Overall staff morale | 53% | 64% | 53% | 58% | 53% | 47% |
| 18 | A respectful atmosphere | 70% | 41% | 71% | 82% | 70% | 81% |
| 19 | Communicating standards of ethical behavior | 74% | 82% | 73% | 85% | 72% | 84% |
| 20 | Modeling standards of ethical behavior | 72% | 86% | 71% | 79% | 71% | 84% |
| 21 | Maintaining a work environment that is free of violence | 92% | 91% | 91% | 100% | 91% | 97% |
| 21 | Maintaining a work environment that is free of harassment | 83% | 82% | 78% | 88% | 78% | 84% |
| 22 | Maintaining a work environment that is free of drug or alcohol abuse | 92% | 100% | 93% | 100% | 92% | 94% |
| 23 | Clarity of staff roles and responsibilities | 68% | 68% | 64% | 70% | 66% | 66% |
| 25 | Compensation (salary and benefits) compared with similar opportunities | 52% | 73% | 49% | 85% | 46% | 72% |
| 30 | Defining department performance objectives | 67% | 64% | 65% | 73% | 67% | 69% |
| 32 | Supporting continual learning and development | 75% | 86% | 73% | 88% | 72% | 78% |
| 35 | Opportunities to develop a career path | 61% | 68% | 53% | 67% | 52% | 47% |
| 36 | Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.) | 74% | 91% | 71% | 61% | 71% | 25% |
| 37 | Availability of necessary materials, resources and equipment to do the job effectively | 80% | 68% | 77% | 73% | 77% | 72% |
| 39 | Providing individual and group work spaces to do the job effectively | 82% | 82% | 76% | 91% | 76% | 88% |

| Please rate each of the following aspects of your WORKGROUP. | | UPS Positive Rating 2021 | HRD Positive Rating 2021 | UPS Positive Rating 2019 | HRD Positive Rating 2019 | UPS Positive Rating 2017 | HRD Positive Rating 2017 |
|---|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | | % | % | % | % | % | % |
| 40 | The working relationships in my workgroup overall | 82% | 91% | 78% | 79% | 78% | 97% |
| 41 | Communication among all staff in my workgroup overall | 76% | 86% | 71% | 85% | 71% | 88% |
| 42 | The distribution of work among team members in my workgroup | 71% | 73% | 65% | 67% | 67% | 59% |
| 43 | The quality of the working relationships between sections or workgroups in this organization | 72% | 82% | 67% | 70% | 67% | 75% |
| 44 | The quality of work being done in my workgroup overall | 87% | 91% | 85% | 100% | 87% | 94% |
| 45 | Overall staff morale in my workgroup | 66% | 77% | 64% | 76% | 63% | 72% |
| Please rate each of the following aspects of your SUPERVISOR'S performance. | | UPS Positive Rating 2021 | HRD Positive Rating 2021 | UPS Positive Rating 2019 | HRD Positive Rating 2019 | UPS Positive Rating 2017 | HRD Positive Rating 2017 |
| | | % | % | % | % | % | % |
| 46 | Fostering an atmosphere of mutual trust and confidence | 79% | 73% | 69% | 81% | 68% | 75% |
| 47 | Promoting a positive working relationship among workgroup members | 79% | 77% | 72% | 78% | 71% | 75% |
| 28 | Dealing with low-performing employees | 52% | 64% | 43% | 48% | 43% | 44% |
| 29 | Rewarding/recognizing high-performing employees | 62% | 73% | 53% | 72% | 51% | 56% |
| 31 | Applying discipline fairly and consistently | 59% | 68% | 55% | 66% | 53% | 59% |
| 34 | Coaching or mentoring employees | 67% | 68% | 62% | 72% | 61% | 69% |
| 48 | Providing specific, constructive feedback that helps improve performance | 71% | 68% | 65% | 75% | 67% | 77% |
| 49 | Working together with employees to set goals | 69% | 73% | 65% | 75% | 64% | 69% |
| 50 | Communicating expectations of employees | 73% | 65% | 69% | 78% | 69% | 72% |
| 51 | Encouraging employees to make decisions concerning their work | 77% | 82% | 72% | 84% | 73% | 91% |
| 52 | Informing employees about decisions that impact work | 74% | 77% | 68% | 75% | 70% | 75% |
| 54 | Treating employees with respect | 82% | 82% | 77% | 84% | 77% | 94% |
| 55 | Welcoming employee involvement in decision-making | 74% | 77% | 67% | 72% | 67% | 81% |
| 65 | Accessibility of supervisor to address questions and concerns | 81% | 82% | 78% | 84% | 78% | 88% |
| Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority | | UPS Positive Rating 2021 | HRD Positive Rating 2021 | UPS Positive Rating 2019 | HRD Positive Rating 2019 | UPS Positive Rating 2017 | HRD Positive Rating 2017 |
| | | % | % | % | % | % | % |
| 56 | Clarity of strategic direction, goals and objectives | 67% | 73% | 58% | 78% | 63% | 81% |
| 57 | Communicating information in a timely manner | 65% | 77% | 59% | 81% | 60% | 81% |
| 58 | Communicating information that helps employees to understand the problems and issues facing Pinellas County | 57% | 59% | 57% | 72% | 59% | 81% |
| 59 | Encouraging employees to come up with innovative solutions to problems | 59% | 73% | 58% | 84% | 59% | 69% |
| 60 | Welcoming employee involvement in decision-making | 50% | 64% | 49% | 72% | 50% | 72% |
| 61 | Listening to employee opinions | 53% | 73% | 53% | 81% | 51% | 78% |
| 62 | Promoting a climate of mutual understanding and respect among members of different groups | 61% | 73% | 59% | 75% | 60% | 81% |
| 63 | Overall level of confidence in the leadership of my top leadership | 61% | 73% | 60% | 72% | 62% | 81% |

Response Rate: 69%

| How likely or unlikely are you to recommend working for Pinellas County to someone who asks? | | | | | | | | | | | | | | | |
|--|---|----------------|-----|-----------------|-----|-------------------|-----|-------------------|-----|------------|----|-----------------|------|-----------------|-----|
| | | Very Likely | | Somewhat Likely | | Somewhat | | Very Unlikely | | Don't Know | | Positive Rating | | Negative Rating | |
| | | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| 1 | Level of recommendation | 14 | 64% | 5 | 23% | 1 | 5% | 1 | 5% | 1 | 5% | 19 | 86% | 2 | 9% |
| Please rate the extent to which you agree or disagree with the following statements about your job working for PINELLAS COUNTY. | | | | | | | | | | | | | | | |
| | | Strongly Agree | | Somewhat Agree | | Somewhat Disagree | | Strongly Disagree | | Don't Know | | Positive Rating | | Negative Rating | |
| | | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| 2 | Overall, I am satisfied with my job | 14 | 64% | 6 | 27% | 0 | 0% | 2 | 9% | 0 | 0% | 20 | 91% | 2 | 9% |
| 3 | Overall, I feel positive about working for PINELLAS COUNTY | 12 | 55% | 6 | 27% | 2 | 9% | 2 | 9% | 0 | 0% | 18 | 82% | 4 | 18% |
| 5 | I plan on working for this organization a year from now | 16 | 73% | 3 | 14% | 0 | 0% | 1 | 5% | 2 | 9% | 19 | 86% | 1 | 5% |
| 6 | I feel positively challenged in my current job | 15 | 68% | 2 | 9% | 1 | 5% | 4 | 18% | 0 | 0% | 17 | 77% | 5 | 23% |
| 7 | I have good friends at work | 15 | 68% | 4 | 18% | 1 | 5% | 1 | 5% | 1 | 5% | 19 | 86% | 2 | 9% |
| 8 | I know what is expected of me at work | 15 | 68% | 5 | 23% | 0 | 0% | 2 | 9% | 0 | 0% | 20 | 91% | 2 | 9% |
| 9 | I have the opportunity to do what I do best every day at work | 14 | 64% | 1 | 5% | 4 | 18% | 2 | 9% | 1 | 5% | 15 | 68% | 6 | 27% |
| 10 | My values match or fit with the values of this organization | 13 | 59% | 5 | 23% | 1 | 5% | 2 | 9% | 1 | 5% | 18 | 82% | 3 | 14% |
| 26 | I receive competitive benefits overall (vacation, sick leave, health care, retirement plan, etc.) | 16 | 73% | 3 | 14% | 3 | 14% | 0 | 0% | 0 | 0% | 19 | 86% | 3 | 14% |
| 27 | There is a connection between compensation and performance | 11 | 50% | 2 | 9% | 2 | 9% | 6 | 27% | 1 | 5% | 13 | 59% | 8 | 36% |
| 11 | I have received recognition or praise for doing good work in the last quarter | 15 | 68% | 3 | 14% | 2 | 9% | 2 | 9% | 0 | 0% | 18 | 82% | 4 | 18% |
| 12 | In the last quarter, someone at work has talked to me about my progress | 14 | 64% | 1 | 5% | 2 | 9% | 5 | 23% | 0 | 0% | 15 | 68% | 7 | 32% |
| Please rate the quality of each of the following aspects of working for your DEPARTMENT. | | | | | | | | | | | | | | | |
| | | Excellent | | Good | | Fair | | Poor | | Don't Know | | Positive Rating | | Negative Rating | |
| | | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| 14 | The working relationships in my department overall | 11 | 50% | 4 | 18% | 5 | 23% | 2 | 9% | 0 | 0% | 15 | 68% | 7 | 32% |
| 64 | Fostering a culture of inclusion | 10 | 45% | 3 | 14% | 5 | 23% | 4 | 18% | 0 | 0% | 13 | 59% | 9 | 41% |
| 15 | Communication among all members of my department | 10 | 45% | 4 | 18% | 3 | 14% | 5 | 23% | 0 | 0% | 14 | 64% | 8 | 36% |
| 16 | The work being done at my department overall | 13 | 59% | 6 | 27% | 0 | 0% | 3 | 14% | 0 | 0% | 19 | 86% | 3 | 14% |
| 17 | Overall staff morale | 10 | 45% | 4 | 18% | 5 | 23% | 3 | 14% | 0 | 0% | 14 | 64% | 8 | 36% |
| 18 | A respectful atmosphere | 5 | 23% | 4 | 18% | 6 | 27% | 6 | 27% | 1 | 5% | 9 | 41% | 12 | 55% |
| 19 | Communicating standards of ethical behavior | 3 | 14% | 15 | 68% | 1 | 5% | 3 | 14% | 0 | 0% | 18 | 82% | 4 | 18% |
| 20 | Modeling standards of ethical behavior | 4 | 18% | 15 | 68% | 0 | 0% | 3 | 14% | 0 | 0% | 19 | 86% | 3 | 14% |
| 21 | Maintaining a work environment that is free of violence | 18 | 82% | 2 | 9% | 1 | 5% | 1 | 5% | 0 | 0% | 20 | 91% | 2 | 9% |
| 21 | Maintaining a work environment that is free of harassment | 15 | 68% | 3 | 14% | 2 | 9% | 2 | 9% | 0 | 0% | 18 | 82% | 4 | 18% |
| 22 | Maintaining a work environment that is free of drug or alcohol abuse | 20 | 91% | 2 | 9% | 0 | 0% | 0 | 0% | 0 | 0% | 22 | 100% | 0 | 0% |
| 23 | Clarity of staff roles and responsibilities | 12 | 55% | 3 | 14% | 4 | 18% | 3 | 14% | 0 | 0% | 15 | 68% | 7 | 32% |
| 25 | Compensation (salary and benefits) compared with similar opportunities | 10 | 45% | 6 | 27% | 3 | 14% | 3 | 14% | 0 | 0% | 16 | 73% | 6 | 27% |
| 30 | Defining department performance objectives | 11 | 50% | 3 | 14% | 5 | 23% | 3 | 14% | 0 | 0% | 14 | 64% | 8 | 36% |
| 32 | Supporting continual learning and development | 13 | 59% | 6 | 27% | 0 | 0% | 3 | 14% | 0 | 0% | 19 | 86% | 3 | 14% |
| 35 | Opportunities to develop a career path | 12 | 55% | 3 | 14% | 2 | 9% | 5 | 23% | 0 | 0% | 15 | 68% | 7 | 32% |
| 36 | Work schedule flexibility (e.g., flex-time, alternative work schedule, etc.) | 14 | 64% | 6 | 27% | 1 | 5% | 1 | 5% | 0 | 0% | 20 | 91% | 2 | 9% |
| 37 | Availability of necessary materials, resources and equipment to do the job effectively | 12 | 55% | 3 | 14% | 4 | 18% | 3 | 14% | 0 | 0% | 15 | 68% | 7 | 32% |
| 39 | Providing individual and group work spaces to do the job effectively | 15 | 68% | 3 | 14% | 3 | 14% | 1 | 5% | 0 | 0% | 18 | 82% | 4 | 18% |

| Please rate each of the following aspects of your WORKGROUP. | | <i>Excellent</i> | | <i>Good</i> | | <i>Fair</i> | | <i>Poor</i> | | <i>Don't Know</i> | | <i>Positive Rating</i> | | <i>Negative Rating</i> | |
|---|---|------------------|-----|-------------|-----|-------------|-----|-------------|-----|-------------------|-----|------------------------|-----|------------------------|-----|
| | | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| 40 | The working relationships in my workgroup overall | 15 | 68% | 5 | 23% | 2 | 9% | 0 | 0% | 0 | 0% | 20 | 91% | 2 | 9% |
| 41 | Communication among all staff in my workgroup overall | 15 | 68% | 4 | 18% | 2 | 9% | 1 | 5% | 0 | 0% | 19 | 86% | 3 | 14% |
| 42 | The distribution of work among team members in my workgroup | 12 | 55% | 4 | 18% | 3 | 14% | 3 | 14% | 0 | 0% | 16 | 73% | 6 | 27% |
| 43 | The quality of the working relationships between sections or workgroups in this organization | 12 | 55% | 6 | 27% | 3 | 14% | 1 | 5% | 0 | 0% | 18 | 82% | 4 | 18% |
| 44 | The quality of work being done in my workgroup overall | 16 | 73% | 4 | 18% | 1 | 5% | 1 | 5% | 0 | 0% | 20 | 91% | 2 | 9% |
| 45 | Overall staff morale in my workgroup | 13 | 59% | 4 | 18% | 2 | 9% | 3 | 14% | 0 | 0% | 17 | 77% | 5 | 23% |
| Please rate each of the following aspects of your SUPERVISOR'S performance. | | | | | | | | | | | | | | | |
| | | <i>Excellent</i> | | <i>Good</i> | | <i>Fair</i> | | <i>Poor</i> | | <i>Don't Know</i> | | <i>Positive Rating</i> | | <i>Negative Rating</i> | |
| | | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| 46 | Fostering an atmosphere of mutual trust and confidence | 13 | 59% | 3 | 14% | 2 | 9% | 3 | 14% | 1 | 5% | 16 | 73% | 5 | 23% |
| 47 | Promoting a positive working relationship among workgroup members | 14 | 64% | 3 | 14% | 2 | 9% | 2 | 9% | 1 | 5% | 17 | 77% | 4 | 18% |
| 28 | Dealing with low-performing employees | 11 | 50% | 3 | 14% | 1 | 5% | 4 | 18% | 3 | 14% | 14 | 64% | 5 | 23% |
| 29 | Rewarding/recognizing high-performing employees | 12 | 55% | 4 | 18% | 0 | 0% | 5 | 23% | 1 | 5% | 16 | 73% | 5 | 23% |
| 31 | Applying discipline fairly and consistently | 12 | 55% | 3 | 14% | 0 | 0% | 2 | 9% | 5 | 23% | 15 | 68% | 2 | 9% |
| 34 | Coaching or mentoring employees | 14 | 64% | 1 | 5% | 2 | 9% | 3 | 14% | 2 | 9% | 15 | 68% | 5 | 23% |
| 48 | Providing specific, constructive feedback that helps improve performance | 14 | 64% | 1 | 5% | 2 | 9% | 3 | 14% | 2 | 9% | 15 | 68% | 5 | 23% |
| 49 | Working together with employees to set goals | 12 | 55% | 4 | 18% | 2 | 9% | 2 | 9% | 2 | 9% | 16 | 73% | 4 | 18% |
| 50 | Communicating expectations of employees | 14 | 61% | 1 | 4% | 3 | 13% | 4 | 17% | 1 | 4% | 15 | 65% | 7 | 30% |
| 51 | Encouraging employees to make decisions concerning their work | 15 | 68% | 3 | 14% | 0 | 0% | 3 | 14% | 1 | 5% | 18 | 82% | 3 | 14% |
| 52 | Informing employees about decisions that impact work | 16 | 73% | 1 | 5% | 1 | 5% | 3 | 14% | 1 | 5% | 17 | 77% | 4 | 18% |
| 54 | Treating employees with respect | 16 | 73% | 2 | 9% | 0 | 0% | 3 | 14% | 1 | 5% | 18 | 82% | 3 | 14% |
| 55 | Welcoming employee involvement in decision-making | 14 | 64% | 3 | 14% | 1 | 5% | 3 | 14% | 1 | 5% | 17 | 77% | 4 | 18% |
| 65 | Accessibility of supervisor to address questions and concerns | 15 | 68% | 3 | 14% | 1 | 5% | 3 | 14% | 0 | 0% | 18 | 82% | 4 | 18% |
| Please rate the quality of each of the following aspects of your organization's executive leadership, i.e. your Appointing Authority | | | | | | | | | | | | | | | |
| | | <i>Excellent</i> | | <i>Good</i> | | <i>Fair</i> | | <i>Poor</i> | | <i>Don't Know</i> | | <i>Positive Rating</i> | | <i>Negative Rating</i> | |
| | | # | % | # | % | # | % | # | % | # | % | # | % | # | % |
| 56 | Clarity of strategic direction, goals and objectives | 10 | 45% | 6 | 27% | 1 | 5% | 5 | 23% | 0 | 0% | 16 | 73% | 6 | 27% |
| 57 | Communicating information in a timely manner | 10 | 45% | 7 | 32% | 0 | 0% | 5 | 23% | 0 | 0% | 17 | 77% | 5 | 23% |
| 58 | Communicating information that helps employees to understand the problems and issues facing Pinellas County | 11 | 50% | 2 | 9% | 2 | 9% | 7 | 32% | 0 | 0% | 13 | 59% | 9 | 41% |
| 59 | Encouraging employees to come up with innovative solutions to problems | 12 | 55% | 4 | 18% | 1 | 5% | 5 | 23% | 0 | 0% | 16 | 73% | 6 | 27% |
| 60 | Welcoming employee involvement in decision-making | 11 | 50% | 3 | 14% | 2 | 9% | 5 | 23% | 1 | 5% | 14 | 64% | 7 | 32% |
| 61 | Listening to employee opinions | 11 | 50% | 5 | 23% | 4 | 18% | 1 | 5% | 1 | 5% | 16 | 73% | 5 | 23% |
| 62 | Promoting a climate of mutual understanding and respect among members of different groups | 11 | 50% | 5 | 23% | 3 | 14% | 3 | 14% | 0 | 0% | 16 | 73% | 6 | 27% |
| 63 | Overall level of confidence in the leadership of my top leadership | 10 | 45% | 6 | 27% | 1 | 5% | 5 | 23% | 0 | 0% | 16 | 73% | 6 | 27% |