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## UNIFIED PERSONNEL BOARD AGENDA

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Date: April 7, 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 March 3, 2022  
*Approved*
- IV. New Business
  1. Approval of the HR Director's Goals for 2022  
*Approved*
- V. Informational Items
  1. Kimberly's HR Update
  2. Action Taken Under Authority Delegated by the Personnel Board

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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).

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.

**Unified Personnel Board  
Pinellas County  
March 3, 2022 Meeting Minutes**

The Unified Personnel Board (UPB) met in regular session at 6:30 PM on this date in the County Commission Assembly Room at the Pinellas County Courthouse, 315 Court Street, Clearwater, Florida.

**Present**

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

**Not Present**

Kenneth Peluso  
Paul Rogers

**Others Present**

Kimberly Crum, Director of Human Resources (HR)  
Jennifer Monroe Moore, Ogletree, Deakins, et. al., P.C., Board Counsel  
Charles Toney, Employees' Advisory Council Representative  
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 6:30 PM; whereupon, she led the Pledge of Allegiance.

**CITIZENS TO BE HEARD**

None.

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

Mr. Toney informed the Board that EAC Chair Lisa Arispe was unable to attend the meeting, and presented the following topics:

- EAC review of Personnel Rule 6
- Upcoming meetings of the EAC delegates and the Benefits Advisory Committee
- Employee concern regarding high turnover rates and position vacancies
- Employee inquiries regarding pay ranges, incremental pay increases, and merit raises

Responding to queries by Chair Vecchioli, Mr. Toney related that the EAC intends to submit its recommendations regarding discipline rules under Personnel Rule 3 to the Board prior to the joint meeting with the Appointing Authorities on March 22.

In response to queries by the members, Ms. Crum indicated that most departments have their own exit interview process. She noted that HR also provides an electronic exit interview, which has a 20% response rate; that the low response rate is being addressed internally; and that she will bring an update regarding the matter back to the Board in the future.

## **CONSENT AGENDA**

Ms. O'Shea moved that the minutes of the regular meeting held on February 10, 2022, be approved. The motion was seconded by Mr. Davis and carried unanimously.

## **INFORMATIONAL ITEMS**

### HR Update

Ms. Crum referred to the *HR Update* document included in the agenda packet and provided the following highlights:

- HR is filling various new positions.
- Two Cigna onsite representatives started at the beginning of the month.
- Employees have begun taking advantage of voluntary benefits.
- Benefits Advisory Committee and various subcommittee meetings are coming up.

- March is National Nutrition Month and the Wellness Center is launching a pilot on several life fitness courses.
- The Classification and Compensation team is continuing to work with the Tax Collector and County Administration offices to review position pay grades.
- The Pen newsletter is turning 50 this year.
- The County is beginning to collect data for emergency planning to ensure that citizens are supported in the event of a natural disaster or emergency.
- The Organizational and Talent Development team has numerous learning opportunities scheduled for the remainder of the year.
- The Workforce Strategy team has hired 112 new employees during the first two months of 2022, and improvements are being made in the hiring process through a new training initiative for hiring managers.

#### Focus Group Summary Report Regarding a Respectful Workplace

Mr. Loring reviewed certain results of the Employee Voice Survey, relating that one item, “a respectful atmosphere”, showed a significant decrease in positivity rating when compared to the 2019 survey, which resulted in the creation of the focus group. Referring to a report titled *Focus Group Summary Report Regarding a Respectful Atmosphere*, he provided background information and indicated that the following themes were addressed:

- Feeling Connected and Communication
- A Foundation of Trust
- Positive and Negative Experiences Regarding Respect
- Respect and Inclusion
- Respect and Recognition
- Bridges and Barriers to Team Building

Mr. Loring discussed recommended action items related to the report and noted that employees have requested that opinion surveys occur more frequently; and that negative behaviors be confronted rather than ignored.

In response to a query by Chair Vecchioli, Ms. Crum indicated that the above themes were addressed at the last HR staff meeting; that efforts to promote a respectful atmosphere are in its beginning stages; and that HR staff was organized into teams to address the newly identified initiatives.

Mr. Kronschnabl suggested that HR explore avenues to keep lines of communication open and give employees the opportunity to provide feedback on a regular basis.

#### Action Taken Under Authority Delegated by the Personnel Board

Ms. Crum related that there was an adjustment made on one classification.

### **OLD BUSINESS**

#### Workshop Agenda Update

Chair Vecchioli indicated that the March 7 joint workshop with the Appointing Authorities is scheduled from 2:00 to 5:00 PM in the Clerk's Fourth Floor Conference Room at the Pinellas County Courthouse. She related that the Board elicited topics from the Appointing Authorities for the workshop's agenda; and that Personnel Rule 3, the HR Director evaluation process, and the HR Director and County Administrator informational items are included on the agenda; whereupon, she spoke briefly regarding each topic.

#### Schedule

Noting that it is likely the Board's meeting in May could include an appeal, Attorney Moore requested that the Board reschedule its May 5 meeting in order to accommodate a conflict in her schedule. A motion was made by Mr. Kronschnabl to reschedule the May 5 meeting to May 12. The motion was seconded by Ms. O'Shea and carried unanimously.

### **NEW BUSINESS**

#### Performance Review of the HR Director

Chair Vecchioli discussed certain aspects of the overall evaluation, indicating that the response from Board members, EAC, and Appointing Authorities was overwhelmingly positive; whereupon, she presented the following summary:

#### *Points of Strength*

- Strong Professionalism and Preparedness
- Customer Service, Updated Technology, and Employee Benefits
- Training opportunities
- Communications and Relationships
- Perceptions from the Appointing Authorities

*Suggested Areas for Improvement*

- Employee Retention
- Employee Morale
- Employee Communications
- Employee Management and Training
- Talent Development
- Recruiting and Onboarding
- Employee Performance Incentives and Evaluations

At the request of Chair Vecchioli, members extended their thanks and shared remarks regarding Ms. Crum's performance. Mr. Davis suggested that the evaluation process should be reevaluated, and briefly discussed areas of the process that have become less clear than in previous years.

Attorney Moore related that she has provided the members with a summary of the evaluation results and clarified that the average ratings are inclusive of only those who chose to rate certain items; that the intention was to have all evaluation comments in one place on the review; and that the summary is a tool that can be changed, if necessary.

Ms. Crum expressed her thanks to the Board for their time and feedback and recognized staff for their contributions.

A motion was made by Mr. Schulz to approve a rating of "meeting expectations" and to give Ms. Crum a vote of confidence for the coming year. The motion was seconded by Mr. Davis and passed unanimously.

**ADJOURNMENT**

The meeting was adjourned at 7:47 PM.

## HR Director Goals for 2022

### Relationships

- HR Team and AA's
- HR Team and EAC
- Initiate field visits
- HR Staff Teambuilding

### Finalize HR Strategic Plan

### Customer Service

- Continue to work with BTS to develop tracking for customer service metrics

### Employee Relations & Performance and Planning

- Assist Appointing Authorities (AA's) in developing their performance management system that is capable of incentivizing & rewarding top performers
- Assist AA's with policy development for hybrid work, supervisor training & recruitment
- Assist departments with analysis and action planning to resolve Employee Voice items
- Assist with development of recognition programs that are consistent & fair

### Workforce Strategy & HRMS

- Measure and improve eligible candidate flow using creative paths for candidates
  - Internal career fairs
  - External career fairs
  - Community & non-profit relationships
  - Internships
- Leverage the Oracle upgrade to include full integration and updates to core HR processes, as well as robust metrics available by AA, including but not limited to turnover reporting
- Measure and improve time to fill open positions

### Benefits, Retirement & Wellness

- Continue Benefits Valuation Survey communications showing Pinellas County UPS is #1. Using the Benefits Valuation Survey, along with the Benefits Advisory Committee (BAC), develop benefits offering package with something for everyone, enhancing recruitment and retention
- Continue to refine benefits via BAC sub-committees to include something for all generations of employees
- Improve medical plan design to differentiate the Open Access Plus plan (previously called Point of Service) from the Choice Fund Open Access Plus HSA plan
- Improve biometric screening and tobacco designation process to avoid multiple HR and Payroll touch points/re-work

- Investigate additional voluntary benefits
- Streamline deferred compensation, ensuring value for our employees
- Provide a robust slate of wellness offerings, that support physical, emotional, social and financial aspects

### **Compensation & Classification**

- Reinstigate a cyclic review schedule to ensure that UPS positions are correctly classified
- Collaborate with AA's to develop a compensation philosophy in order to effectively link pay to performance
- Develop plan for ongoing market analysis of County positions

### **Organizational & Talent Development**

- Drive a "learning culture" that supports employee development and supervisory success
- Provide an exceptional onboarding experience for new hires
- Design a cultural platform that includes required basic training for all employees and leverages ULearnIT
- Re-invigorate Supervisor Boot Camp, meeting the needs of AA's
- Provide competency-based training that meets the needs of the organization

### **Communication & Outreach**

- Continue to ensure that all HR initiatives are well-coordinated and communicated accurately, timely and effectively utilizing cascading messaging and appropriate change management practices
- Continue to monitor feedback via customer satisfaction survey instruments and act accordingly
- Continue to provide superior support for all COVID-related issues via the Cross-Functional Team
- Implement volunteer software that improves the experience for our volunteers and their department coordinators

### **UPB Rules Review & Recommendations**

- Removal of UPB oversight language for exempt employees – AA's
- Adjustments to Rule 3 - General Increase – AA/EAC
- Adjustments to Rules 6 & 7 – Discipline & Grievance – EAC





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

### EAC/Appointing Authority Meeting

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- On March 22, held a joint EAC/Appointing Authorities meeting to discuss several topics proposed by the EAC including recognition of Juneteenth, a proposal to allow employees to take personal days in 2-hour increments and a proposal on Rule 3 language.
- Coordinated EAC Advocate Training, held on March 29 with Public Defender, Sarah Mollo.

### Internal Recruitments

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- We welcomed an HR Technician in Organizational and Talent Development – Violet Wike.

### Benefits & Wellness

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- New Cigna onsite resources:
  - Brittany Hartup – New Registered Nurse Health Coach starts in late April
  - Brittney O'Brien – New Claims Customer Service Rep starts in late May
- Benefits Advisory Committee – Met on 3/25/22 from 9-10:30 a.m., will meet again on 4/22/22 from 9-10 a.m. to formalize recommendations to be brought to the Appointing Authorities.
  - Plan Design subcommittee met on 2/24/22
  - Leave subcommittee met on 3/1 and 3/10, scheduling another meeting in mid-April
  - Wellness & Incentives subcommittee met on 3/4/22
  - Education Assistance subcommittee met on 3/8/22
  - Voluntary Benefits subcommittee will meet on 3/30/22
- The Benefits/Wellness team is available by request for department meetings and trainings and can customize learning materials and classes.
  - Launched 1st of 6 weekly sessions for Asset Management to cover benefits and wellness during their staff meetings beginning on 3/22/22.
  - Attended Convention and Visitors Bureau (CVB)'s staff meeting on 3/25/22 to present information on benefits and wellness.
- Wellness
  - The Mobile Mammography Bus is back at several County locations between April 4 and 11.
  - In April, the Wellness team is focusing on education and events around Stress Awareness and Earth Month.
    - Onsite EAP Counselor is teaching a webinar on emotional health
    - Onsite Nutrition Coach is hosting a class on emotional and stress eating
    - Monday Meditation meet-up on Zoom for 15-minute mindfulness sessions
    - Garden4Life: Intro to Florida-Friendly Landscaping
    - Cooking Demo video: Eating with the Seasons
  - Other programs:
    - EAP webinar on Pain: When It Impacts Your Life
    - Money Through Life Stages Financial Well-being webinars:
      - Financially Fit Kids
      - The College Plan
      - Preparing for Retirement
      - Financial Wellness for the Young Adult
      - Paying Down Debt and Improving Credit Scores

- Home Buying Success
- Fitness Classes
  - Successful pilot month rolled out 3 classes in March
  - Expanding classes in April to offer:
    - ✓ Yoga
    - ✓ Spin
    - ✓ Intro to Movement
    - ✓ Walk and Talk
    - ✓ Solely Strength

### **Classification and Compensation**

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- Partnered with the Clerk of the Court to implement equity adjustments for approximately 400 classified employees.
- Preparing to implement results from position audits covering 150 BCC positions.
- Conducting a classification and compensation study for 200 of the Tax Collector's classified positions.
- Conducting a benchmark salary study of finance and accounting occupations within the Clerk's Finance Division.

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

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- Education Assistance BAC subcommittee met to discuss what changes would most improve the impact of our current Tuition Reimbursement Program and other efforts to promote education.
- Learning Hero Survey sent to learn more about employee preferences and questions. Results and action steps to be shared next month.
- Delivered a pilot on Diversity, Inclusion and Gender Identity. Currently incorporating feedback in preparation for rollout.
- Delivered a pilot on Discipline and Grievance Handling. Currently incorporating feedback in preparation for rollout.

### **Workforce Strategy/HRMS**

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- The team hired 193 new employees to date in 2022; 150 new employees have started and the rest are slated to begin shortly.
- The time-to-fill a position for March so far is 76.6. We have established a time-to-fill goal of 70 days for 2022 and continue to partner with managers to close the gap.
- Turnover (annualized) for the first two months of 2022 is 20.5%; this is down from January's turnover (annualized) of 21.7%.
- We have begun the process of meeting with each Appointing Authority to review their initial HR dashboard. Interest is high and feedback has been very positive.
- Assisted Utilities with the Utilities Career Fair on March 30, recruiting for available positions of Electrical/Mechanical Technician 1, Maintenance Worker, Maintenance Specialist 1 – 3, Water/Wastewater Plan Operator Trainee and Water/Wastewater Plan Operator 1.
- Taleo and EBS (OPUS) is entering the next phase of the upgrade project which will include partial integration. The team is currently testing the system.



## 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 **February 27, 2022 through March 26, 2022**.

### TITLE CHANGE

Spec No.	Old Title	New Title	PG
13006	Manager, Procure to Pay Services	Manager, Budget and Analytic Services	E27