



UNIFIED PERSONNEL BOARD AGENDA

Date: February 2, 2023

Time: 6:30 p.m.

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

Citizens to be Heard*

Employees' Advisory Council (EAC) Representative

I. Consent Agenda

1. Request Approval of the Minutes of the Regular Personnel Board Meeting held January 5, 2023

Approved

II. Old Business

1. HR Director Performance Evaluation and Process

Clarification of prior action on January 5, 2023, and approval of requesting feedback from HR staff

III. Informational Items

1. HR Director 2022 Performance Review Timeline
2. Reduction in Force – Building and Development Review Services
3. Kimberly's Update and [2022 Annual Report](#)
4. Action Taken Under Authority Delegated by the Personnel Board
5. Human Resources Stay Interviews Under Current Director

IV. Appeal of the Decision of the Informal Grievance Panel

1. Lisa Carter v. Pinellas County Solid Waste

Discipline upheld

* 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@pinellas.gov at least three (3) business days in advance of the need for reasonable accommodation. You may also call (727) 464-4882. View more information about the [Americans with Disabilities Act and requests for reasonable accommodation](#).

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
January 5, 2023 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 Vecchioli, Chair
Ricardo Davis, Vice-Chair
Peggy O'Shea
Kenneth Peluso
Ralph Reid
William Schulz

Not Present

Jeffery Kronschnabl

Others Present

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

CALL TO ORDER

Chair Vecchioli called the meeting to order at 6:30 PM; whereupon, she led the Pledge of Allegiance.

ELECTION OF CHAIR AND VICE CHAIR

Mr. Peluso made a motion to re-elect Chair Vecchioli to serve as Chair in 2023. The motion was seconded by Ms. O'Shea and carried unanimously.

Mr. Peluso made a motion to re-elect Vice Chair Davis to serve as Vice-Chair in 2023. The motion was seconded by Ms. O'Shea and carried unanimously.

CITIZENS TO BE HEARD

None.

EMPLOYEES' ADVISORY COUNCIL (EAC) REPRESENTATIVE

EAC Representative Lisa Arispe presented the following topics:

- Her re-election as EAC Chair
- Joint EAC and Appointing Authority meeting
- Concerns regarding HR exit interviews
- Internal HR grievance process

Ms. Arispe referred to a specific grievance within the HR department; whereupon, Chair Vecchioli provided additional context to the Board regarding the grievance, noting that the UPB isn't typically involved as part of the grievance process; and that the process is outlined in the Personnel Rules.

Chair Vecchioli stated that the EAC's request is for the Board to be more involved in the grievance process in instances where the complaint originates from within the HR department; and that the Board revise the Personnel Rules to explicitly select an "Acting-Chair" for the grievance panel from outside of HR to avoid any conflicts of interest; whereupon, she noted that the members concurred to address the topic at a later date.

CONSENT AGENDA

Approval of the Minutes of the Special Personnel Board Meeting held September 12, 2022

A motion was made by Mr. Reid to approve the September 12 meeting minutes. The motion was seconded by Mr. Davis and carried unanimously.

Approval of the Minutes of the Regular Personnel Board Meeting held November 3, 2022

Ms. O'Shea made a motion to approve the November 3 meeting minutes. The motion was seconded by Mr. Davis and carried unanimously.

NEW BUSINESS

HR Director Performance Evaluation Forms and Process

Chair Vecchioli provided background information on the item; whereupon, Ms. Crum related that, with feedback from the Appointing Authorities, a new HR Director Performance Evaluation Form has been developed to better reflect department's strategic plan.

Mr. Davis indicated the following concerns and other topics:

- How outcome measures are reached
- Disconnect from previous years' form
- HR Director involvement in goal and objective formulation
- Unnecessary changes through the years

In response, Chair Vecchioli explained that there is not enough time to edit the form for the Appointing Authorities; but that the members still have time to change their evaluation format. She noted that the forms are not mandatory and that the members and Appointing Authorities can submit their evaluation in any format they want, and discussion ensued regarding the evaluation form.

During discussion, Mr. Reid stressed the importance of synthesizing information so that the Board and the Appointing Authorities will eventually work from the same evaluation form.

Mr. Peluso made a motion to approve the HR Director Evaluation form for the Appointing Authorities as presented. The motion was seconded by Ms. O'Shea and carried unanimously.

Chair Vecchioli asked the members if they would prefer to use the second evaluation form included in the agenda packet, or use the form that was approved for the Appointing Authorities.

Mr. Davis conveyed his concerns regarding using a different form than the Appointing Authorities, and discussion ensued.

Attorney Moore suggested that the members individually review evaluation information provided by the Appointing Authorities and the EAC, then come together for a robust discussion at a later date. She explained that the official recording of that meeting would serve as the evaluation.

Mr. Reid made a motion to approve the suggestion as stated by Attorney Moore. The motion was seconded by Mr. Schulz and carried unanimously.

INFORMATIONAL ITEMS

Reappointments of the Following Personnel Board Member 2023-2024:

- Jeff Kronschnabl by the Board of County Commissioners

Chair Vecchioli noted that Jeff Kronschnabl has been reappointed for another two-year term.

Chair Vecchioli recessed the meeting at 7:46 PM and reconvened at 7:55 PM.

Mr. Reid invited county employees to share feedback regarding the HR department with the Board.

HR Director Update

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

- Workforce Strategy initiatives
- Recruitment targeting high school students
- Connections Committee
- Various holiday community outreach initiatives
- New voluntary benefits
- Increase in benefit costs
- Employee presentation at the Learning 2022 Conference
- Boot Camp Leadership Essentials kick-off
- Annualized turnover rate
- County job fair on January 27

Human Resources' Jim Beaty, Lauren Smith, and Katie Sawyer conducted a presentation regarding the Connections Committee where they explained that its purpose is to plan and implement events and activities to engage employees in light of many working from home.

The members extended praise for the committee and, responding to a query by Mr. Reid, Mr. Beaty indicated that the committee is part of the response to the Employee Voice Survey; whereupon, discussion continued.

Action Taken Under Authority Delegated by the Personnel Board

Ms. Crum related that there are many adjustments to be made as the department cleans up the backlog of position classification review.

2022 Exit Interviews from the HR Department

Ms. Crum indicated that all exit interviews from 2022 have been provided to the members; and that the department will continue to provide them every six months.

Unified Personnel Board Schedule for 2023

Referring to a document included in the agenda packet, Chair Vecchioli stated that the dates for the Board's workshops with the Appointing Authorities have been rescheduled to March 22 and September 20.

Chair Vecchioli confirmed that Ms. Crum will be presenting the HR Annual Report at the February meeting. Ms. Crum specified that exit interview responses are distributed back to the department by Planning and Performance, and that she personally meets with every employee who is leaving; whereupon, Mr. Reid requested the 2022 turnover rate for the department.

ADJOURNMENT

Chair Vecchioli adjourned the meeting at 8:17 PM.

Human Resources Director 2022 Performance Review Timeline


Review period: January 1, 2022 to December 31, 2022

Date	Item
January 26, 2023	Human Resources 2022 Annual Report published and distributed to the Unified Personnel Board, Appointing Authorities, and Employees' Advisory Council (EAC).
January 27, 2023	Feedback Form distributed to the Appointing Authorities.
February 15, 2023	Deadline for Appointing Authorities and EAC to provide feedback on HR Director performance.
February 16, 2023	Stakeholder feedback and other performance-related documents shared with Unified Personnel Board members.
March 2, 2023	Human Resources Director Annual Performance Review by Personnel Board.

Building & Development Review Services

TO: The Honorable Chair and Members of the Unified Personnel Board

THROUGH: Kimberly Crum, Director, Human Resources

FROM: Barry A. Burton, County Administrator 

CC: Tom Almonte, Assistant County Administrator
Kevin McAndrew, Director, Building & Development Review Services

DATE: January 25, 2023

SUBJECT: Reduction of Classification in Building & Development Review Services

Please consider this notice pursuant to the Unified Personnel Service Rule 5 that a reduction in force (RIF) is necessary in the Building & Development Review Services Department.

One (1) job classification affecting one (1) position control number is affected:

- DRS Plans Coordinator C3900

Plan and Retention

The Reduction in Force plan is based on organizational analysis conducted by the Department.

In December 2022 the Department introduced new technology that virtually eliminates the paper submission and administration of development site plans and complex building permits for construction. The introduction of the electronic plan room has streamlined submission procedures and business processes, eliminating the need for this position.

The incumbent in this position will be encouraged to seek other employment opportunities in the County.

The effective date of the reduction in force is February 17, 2023. The employee has been notified of the change.



Unified Personnel Board – HR Update for February 2023 (January 2023 updates)

Internal Happenings

- Danielle Holland has been promoted to the HR Administrative Supervisor, reporting to Maria Ciro, which will assume the most pertinent duties of the HR Technology and Performance Enhancement Manager while maintaining her current responsibilities. The position will also be focused on maintaining the HR dashboard as well as developing other metric reporting and project coordination assistance for Human Resources.
- Jack Loring expressed his desire to step back from the Officer role so he will take on the role of HR Consultant with a focus on Classification and Compensation, continuing to make significant impact conducting compensation analysis, appeal meetings and other projects as needed and will remain a valued historical resource.
- Classification and Compensation will merge with Workforce Strategy & HRMS creating a new Center of Excellence, “Workforce Strategy” led by Brennan Atwood. With this move, Benefits (including Retirement and Wellness) is now a Center of Excellence, replacing the Total Rewards name.

Scorecard (December – 16 responses)

Based on today’s experience, how satisfied are you with HR?

December: 93%

Goal: 92.5%

YTD 2022: 92.5%

After interaction with HR personnel:

The representative was professional & courteous

December: 100%

Goal: 100%

YTD 2022: 100%

The representative was helpful:

December: 100%

Goal: 100%

YTD 2022: 100%

Receive the requested information in a timely manner:

December: 100%

Goal: 95%

YTD 2022: 100%

Benefits & Wellness

- In partnership with BayCare, Wellness offered Employee VIP Mammography Days at their Morton Plant and Carillon locations and added another date in January.
- January classes and events:
 - Achieving Balance webinar – January 19, 12:15 to 1:00 pm
 - Clear Space, Clear Mind webinar – January 19 or January 24, 12:45 to 1:45 pm
 - Heart Healthy Snacks webinar – January 25, 12:15 to 1:00 pm
 - Stepping into Your Health challenge – 8-week walking/whole health personal journey from January 30 to March 26
- We are in the process of working on the 2022 1095s. The deadline to mail to the employees, per IRS, is March 2. They will be mailed to the address we have in OPUS.

Classification & Compensation

- Conducting a benchmark salary survey for 911-related occupations.
- Conducting a classification and compensation study for a group of classified positions within the Tax Collector's Office.
- Compiling national, regional, and local salary increase budget projections and pay structure adjustments data for the annual market study.

Communications & Outreach

- The team finalized the [2022 Human Resources Annual Report](#).
- Assisting Emergency Management on the Disaster Assignment and Preparedness Assessment (DAPA) communications outreach – beginning with a supervisor communication and then employee reminders via email, OPUS announcement, and the Pen. DAPA will run this year from January 30 to February 24.
- Volunteer Services hosted an award ceremony for 22 Pinellas County volunteers who received the President's Volunteer Service Lifetime Achievement Award. To qualify for the award, volunteers had to have completed at least 4,000 hours of volunteer service; that is equivalent to almost 2 years' worth of full-time (40 hours/week) service.

Organizational & Talent Development (OTD)

- The Boot Camp: Leadership Essentials pilot was successful. Appointing Authorities selected 20 participants for the next session that began January 24. Four sessions are planned for 2023.
- The Learning Hero program continues with monthly Learning Bursts. The first burst in collaboration with BTS is entitled It's All About the Power of SharePoint.
- Tuition reimbursement for the first fiscal quarter end of 2023 is \$70,000, with 8 new participants.
- Kickoff of a new 12-month leadership development program entitled Leadership Foundation at Public Works for entry level supervisors in Mosquito Control, Stormwater Operations, and Urban Forestry & Landscape Services. The program began on January 17, with 22 participants.

Planning & Performance

- The strike team for 911 dispatchers completed their observations and has scheduled time to meet with the department to review the results and action plan.
- The new call center for HR is under development. A demo is expected within the next month with training and implementation soon after.

Workforce Strategy

- The team hired 571 new employees in 2022.
- There were 566 internal promotions in 2022 or 18% of employees promoted. Prior years: 412 in 2021; 349 in 2020.
- The time to fill a position for December was 61.5 days and the overall average for the year is 65.1 days.
- Annualized turnover for the year was 17.9%.
- During the month of December, there were 27 resignations and 10 retirements. For the calendar year 2022, there have been 361 resignations (external departures) and 103 retirements.
- The recruitment team attended the MLK Family Fun Day and is preparing to host another Pinellas County Career Fair on January 27.



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 **December 18, 2022, through January 28, 2023.**

PAY GRADE CHANGE

Spec No.	Title	Old PG	New PG
20282	Workforce Relations Director	E40	E35

RETURN TO CLASSIFIED SERVICE

Reason	Old Position	Old Title	Old PG	New Position	New Title	New PG
Voluntary Demotion	BCC/E358	Manager of Purchasing Support	E26	BCC/C4332	Procurement Analyst, Lead	C27

ADDITION

Spec No.	Title	EEO4 Code	OT Code	PG
16793	Engineer In Training	Professionals	Exempt	E18

UNIFIED PERSONNEL SYSTEM

Annex Building
400 S. Fort Harrison Ave., 4th Floor
Clearwater, Florida 33756
Phone: (727) 464-3367
FAX: (727) 464-3949
www.pinellascounty.org/hr



Kimberly R. Crum
Director

To: The Honorable Chair and Members of the Unified Personnel Board

From: Kimberly R. Crum, Director of Human Resources *KRC*

Date: February 2, 2023

Subject: HR Staff Stay Interviews

For your information, I am attaching copies of stay interviews completed by Human Resources staff beginning in October 2020, consistent with my arrival.

The questions are regarding what the employee values about their job and what they believe could be improved. The goal is to help us understand why employees stay and what might cause them to leave.

As part of the Countywide stay interview process, HR employees are invited to complete the interview at the following intervals: 6 months, 1 year, 2 years, 3 years, 5 years, 7 years, 10 years, then every 5 years after that (15, 20, 25, 30).

Staff may respond at their discretion and can submit their responses anonymously if desired.

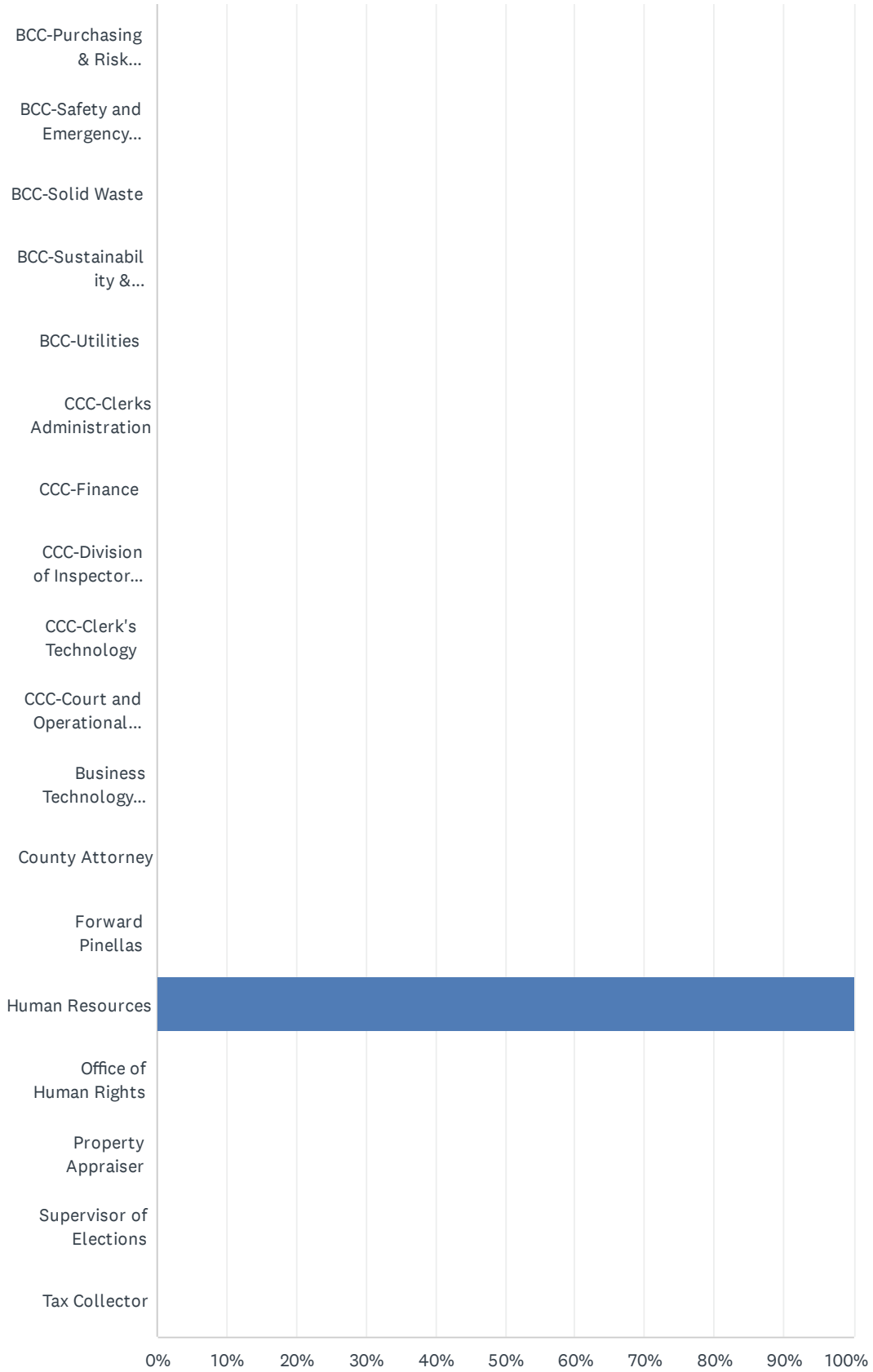
Attachment:
- HR Stay Interviews

Q1 Which Appointing Authority/department do you work for within the Unified Personnel System?

Answered: 24 Skipped: 0

BCC-Administration									
BCC-Airport									
BCC-Animal Services									
BCC-Building & Development...									
BCC-Contractor Licensing...									
BCC-Convention & Visitors...									
BCC-Economic Development									
BCC-Emergency Management									
BCC-Fleet Management									
BCC-Human Services									
BCC-Marketing and...									
BCC-Office of Asset...									
BCC-Office of Management a...									
BCC-Office of Technology a...									
BCC-Parks and Conservation...									
BCC-Housing and Communit...									
BCC-Public Works									
BCC-Real Estate...									

Pinellas County UPS Employee Stay Interview



Pinellas County UPS Employee Stay Interview

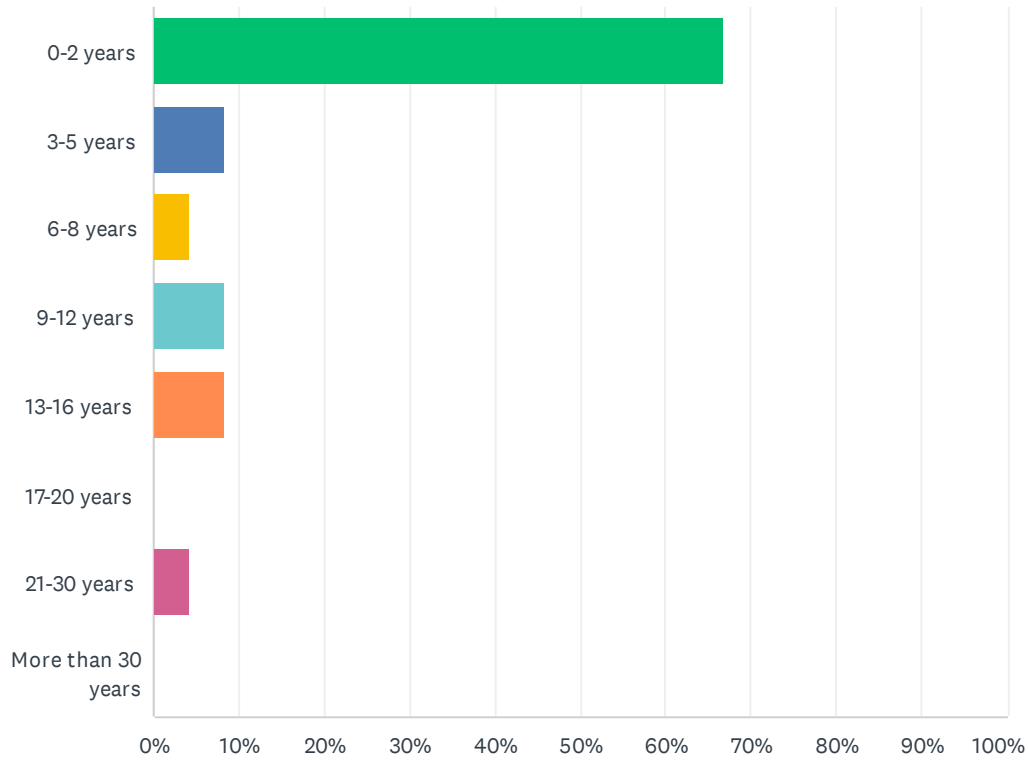
ANSWER CHOICES	RESPONSES	
BCC-Administration	0.00%	0
BCC-Airport	0.00%	0
BCC-Animal Services	0.00%	0
BCC-Building & Development Review Services	0.00%	0
BCC-Contractor Licensing Department	0.00%	0
BCC-Convention & Visitors Bureau	0.00%	0
BCC-Economic Development	0.00%	0
BCC-Emergency Management	0.00%	0
BCC-Fleet Management	0.00%	0
BCC-Human Services	0.00%	0
BCC-Marketing and Communications	0.00%	0
BCC-Office of Asset Management	0.00%	0
BCC-Office of Management and Budget	0.00%	0
BCC-Office of Technology and Innovation	0.00%	0
BCC-Parks and Conservation Resources	0.00%	0
BCC-Housing and Community Development (Planning)	0.00%	0
BCC-Public Works	0.00%	0
BCC-Real Estate Management	0.00%	0
BCC-Purchasing & Risk Management	0.00%	0
BCC-Safety and Emergency Services	0.00%	0
BCC-Solid Waste	0.00%	0
BCC-Sustainability & Resiliency	0.00%	0
BCC-Utilities	0.00%	0
CCC-Clerks Administration	0.00%	0
CCC-Finance	0.00%	0
CCC-Division of Inspector General	0.00%	0
CCC-Clerk's Technology	0.00%	0
CCC-Court and Operational Services	0.00%	0
Business Technology Services	0.00%	0
County Attorney	0.00%	0
Forward Pinellas	0.00%	0
Human Resources	100.00%	24

Pinellas County UPS Employee Stay Interview

Office of Human Rights	0.00%	0
Property Appraiser	0.00%	0
Supervisor of Elections	0.00%	0
Tax Collector	0.00%	0
TOTAL		24

Q2 How long have you been employed by Pinellas County?

Answered: 24 Skipped: 0



ANSWER CHOICES	RESPONSES
0-2 years	66.67% 16
3-5 years	8.33% 2
6-8 years	4.17% 1
9-12 years	8.33% 2
13-16 years	8.33% 2
17-20 years	0.00% 0
21-30 years	4.17% 1
More than 30 years	0.00% 0
TOTAL	24

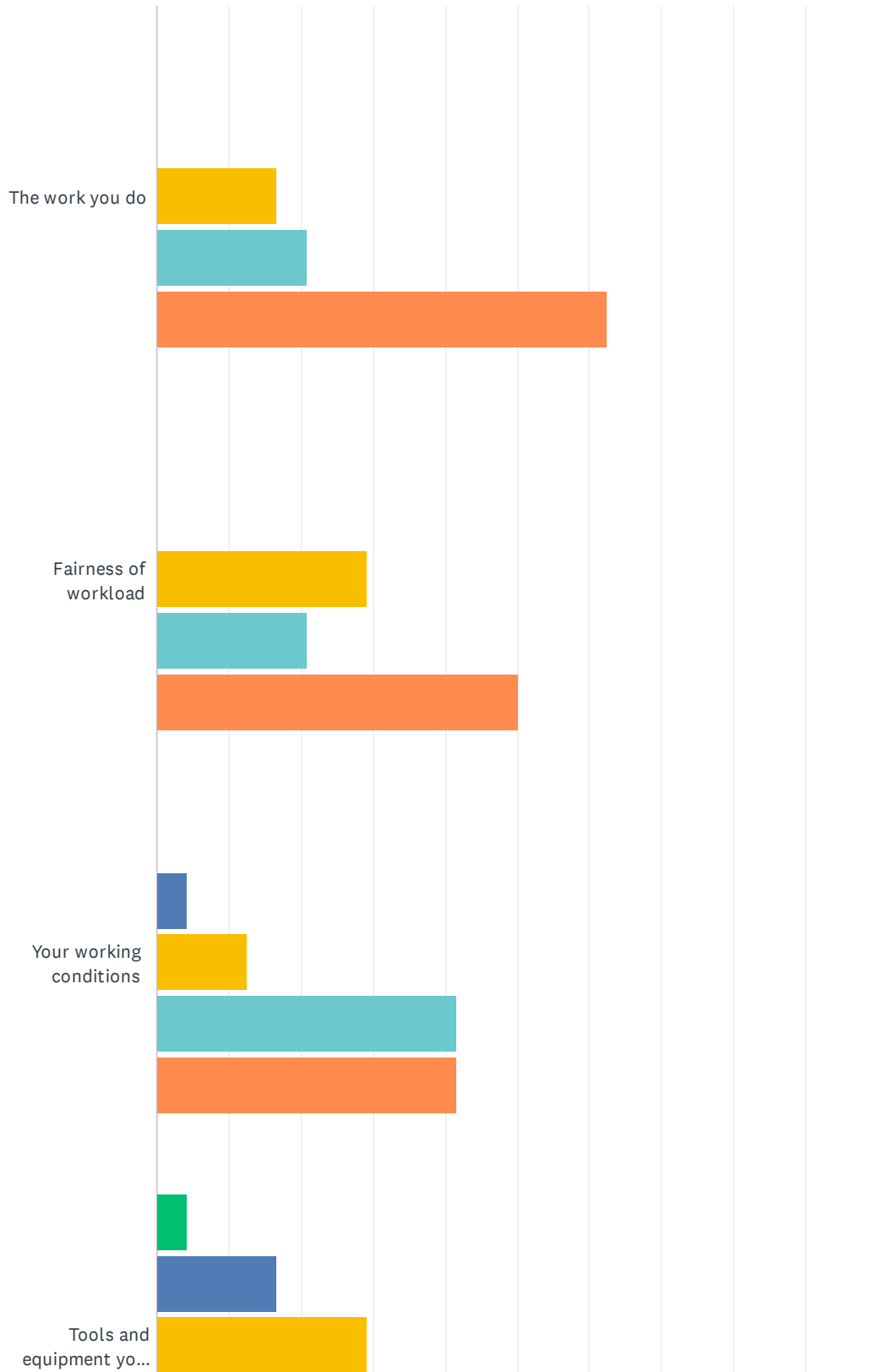
Q3 Please tell us what excites you about your job.

Answered: 22 Skipped: 2

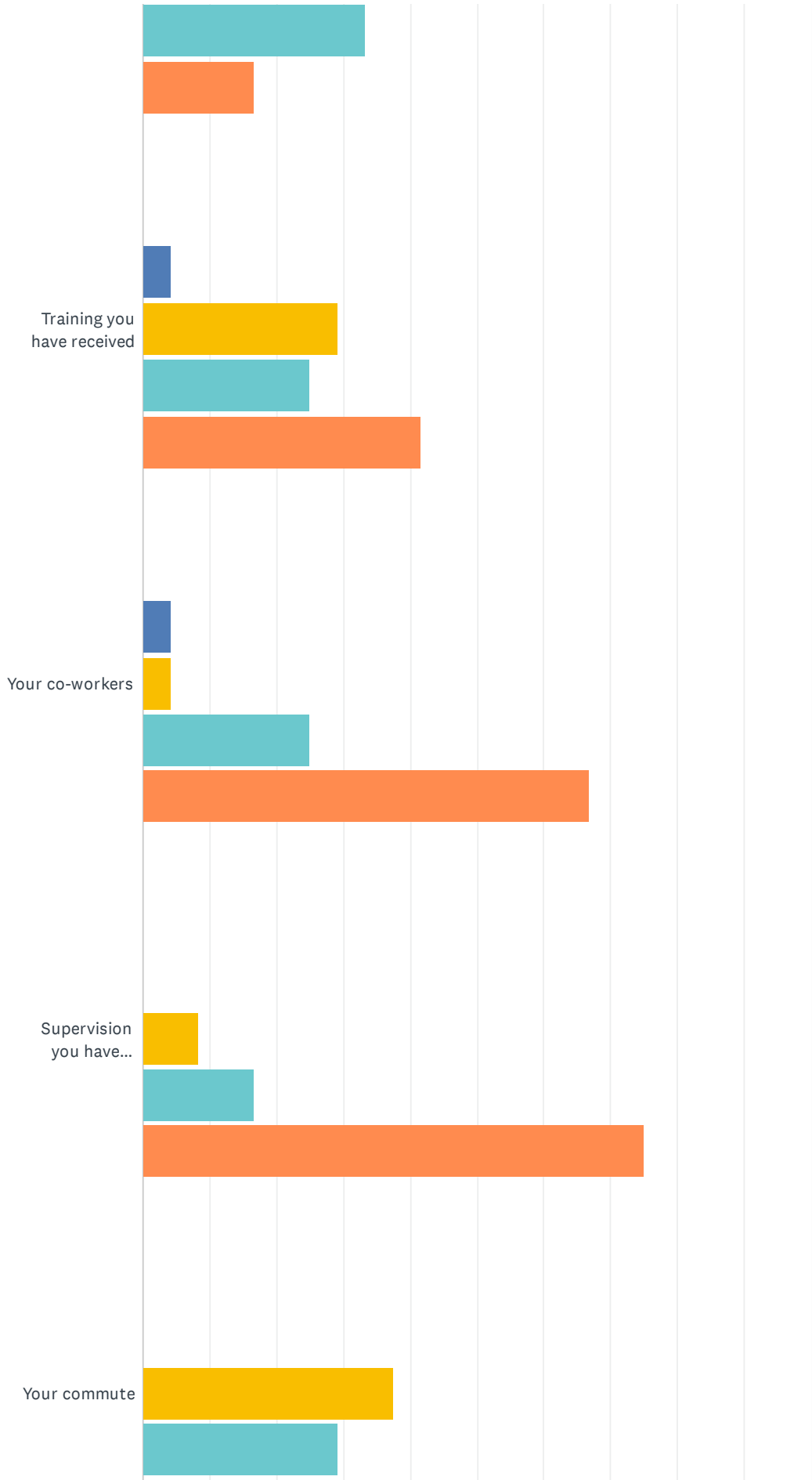
#	RESPONSES	DATE
1	The work I do is directly connected to improving my community not just some corporate CEO. The more I develop my skillset, the better I can make my community.	12/30/2022 11:14 AM
2	I am allowed to work independently when I need to.	10/31/2022 12:30 PM
3	The people i work with, especially my supervisor. I strongly believe that the connection/type of relationship you have with you supervisor makes a difference. i like how he is open to my eagerness to learn and explore new things. he is very supportive. He allows and supports me being proactive and taking initiative. i love the flexibility, which is very important to me in regards to retention. by the extra remote work helps with my commute. Happy employees= are more productive and contributes to retention	10/31/2022 10:56 AM
4	Contributing to the growth of others on a regular basis.	8/30/2022 2:49 PM
5	There are many new improvements for HR and the County which I can be a part of.	6/27/2022 2:50 PM
6	Solving problems, helping employees and retirees, working with my team to help them reach their career goals.	2/17/2022 2:52 PM
7	I love working with my colleagues they are always willing to help me and teach me new things. I tell everyone the person who has been training me is like my "work bestie" because I've been training with them so much, and we have learned so much about eachother. I love that the HR director makes her rounds every couple days and lets me know whats going on. She asks me about what I'm doing and if there is anything I need. When I worked on an even smaller team at another organization I never had the manager talk to me.	2/17/2022 11:50 AM
8	Working to make sure that our employees have the best benefits obtainable. Relationships with my peers.	1/20/2022 9:31 AM
9	I really enjoy HR, and helping people to resolve problems. Never boring, always new challenges, and rewarding work!	1/20/2022 9:10 AM
10	Learning a new Industry, given the ability to assist others to make positive change, working with a talented group of diverse individuals.	12/21/2021 11:03 AM
11	Enjoy helping others	11/3/2021 9:32 PM
12	Every day is something different that contributes to the County's service to our citizens.	10/31/2021 7:20 PM
13	I get to work with others who prize customer and community service. I work with an uber talented team of professionals who are united in their desire to serve our internal & external customers and continuously improve our processes in order to do so.	9/24/2021 5:09 PM
14	The variety of work - every day I learn something new	9/23/2021 11:17 AM
15	Providing the best possible assistance to our customers.	9/22/2021 5:19 PM
16	Stability	9/22/2021 4:43 PM
17	The opportunity for improvement, innovation, and problem solving.	8/28/2021 7:40 AM
18	Every day is a new challenge. We have a very talented staff and we are building something great!	4/13/2021 12:14 PM
19	The variety and complexity of issues I deal with. There's never a dull moment.	3/16/2021 1:33 PM
20	Working with great people and helping to achieve success	10/7/2020 12:35 PM
21	When we're not in quarantine, the fellow employees is what I like the best. Second would be helping others.	10/7/2020 10:29 AM

Q4 Please rate the following statements about how you feel about your job and the work you do:

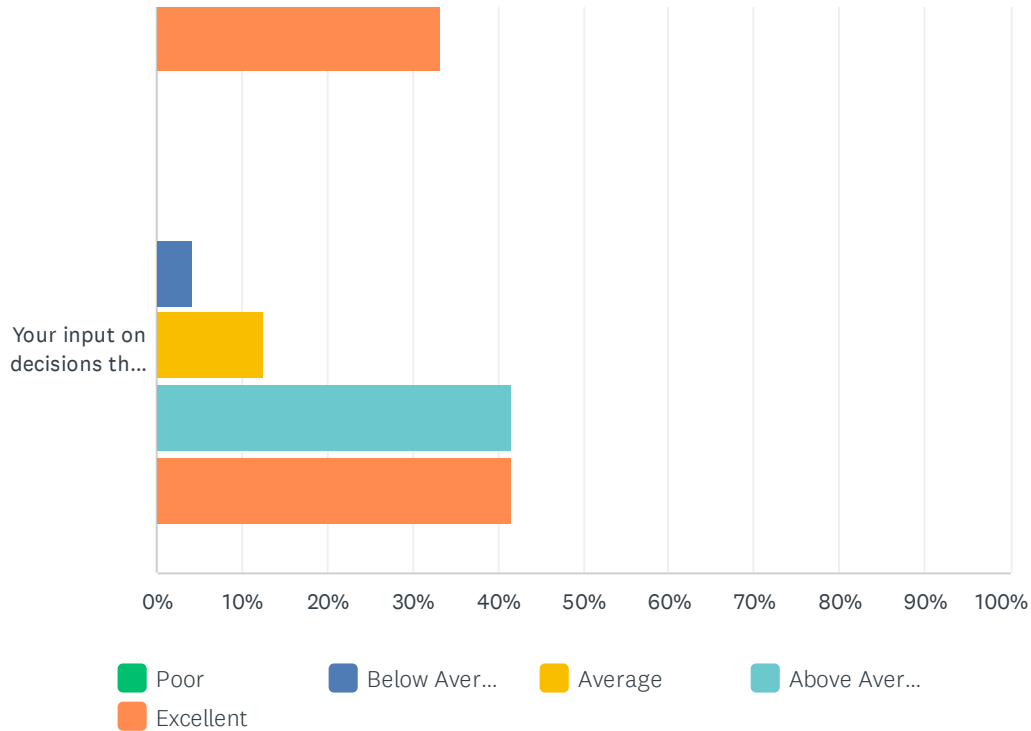
Answered: 24 Skipped: 0



Pinellas County UPS Employee Stay Interview



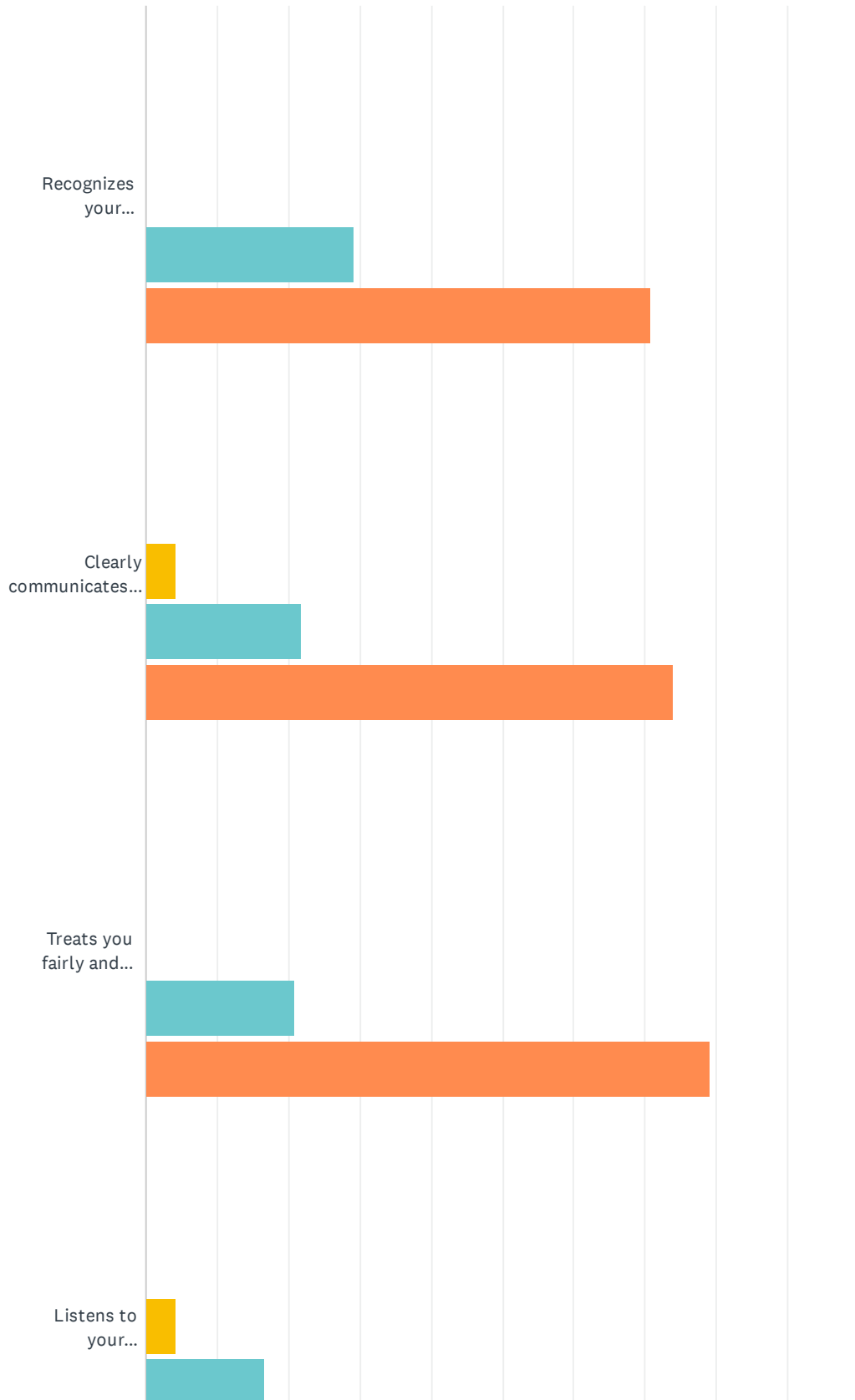
Pinellas County UPS Employee Stay Interview



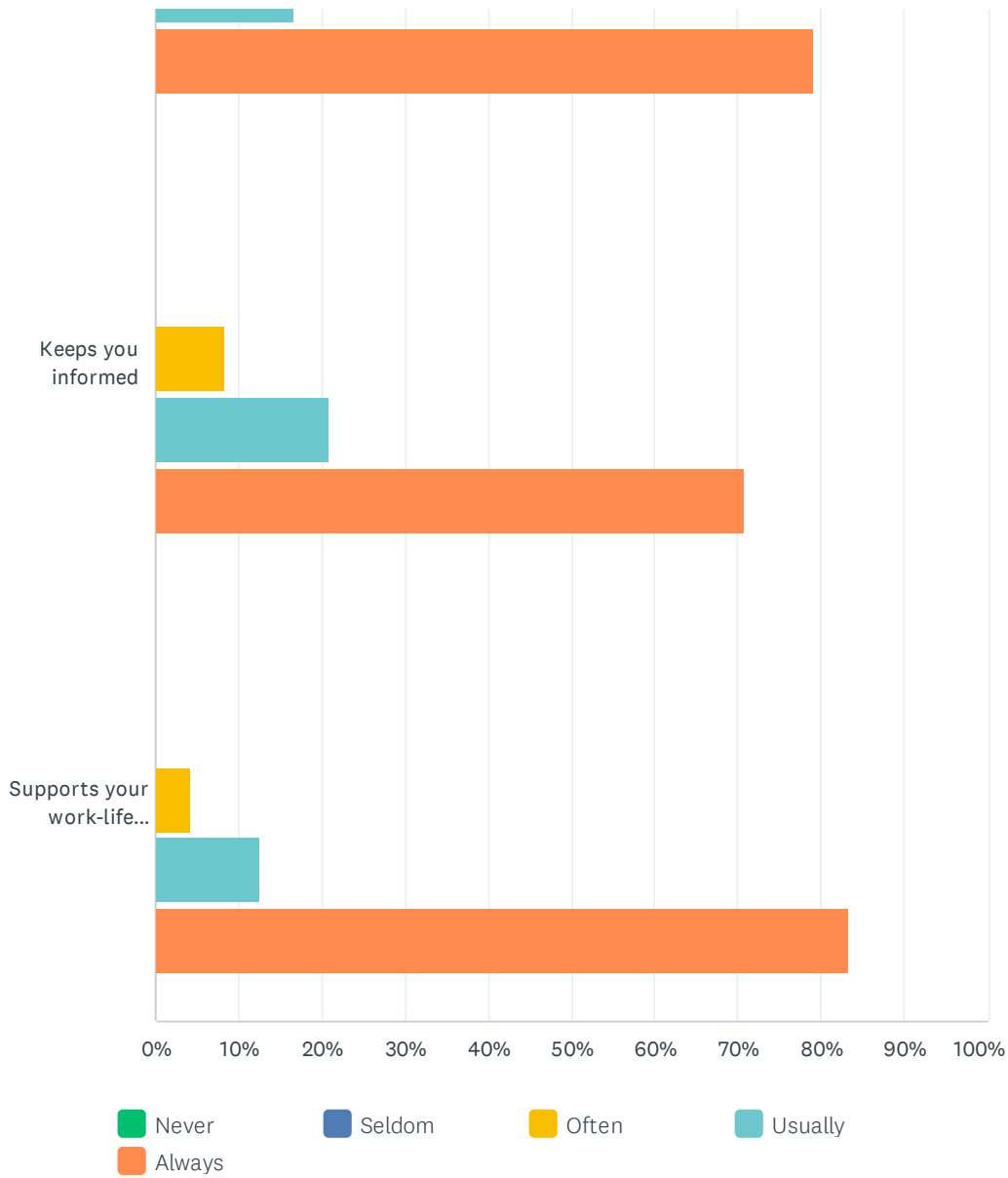
	POOR	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE	EXCELLENT	TOTAL	WEIGHTED AVERAGE
The work you do	0.00% 0	0.00% 0	16.67% 4	20.83% 5	62.50% 15	24	3.46
Fairness of workload	0.00% 0	0.00% 0	29.17% 7	20.83% 5	50.00% 12	24	3.21
Your working conditions	0.00% 0	4.17% 1	12.50% 3	41.67% 10	41.67% 10	24	3.21
Tools and equipment you are provided	4.17% 1	16.67% 4	29.17% 7	33.33% 8	16.67% 4	24	2.42
Training you have received	0.00% 0	4.17% 1	29.17% 7	25.00% 6	41.67% 10	24	3.04
Your co-workers	0.00% 0	4.17% 1	4.17% 1	25.00% 6	66.67% 16	24	3.54
Supervision you have received	0.00% 0	0.00% 0	8.33% 2	16.67% 4	75.00% 18	24	3.67
Your commute	0.00% 0	0.00% 0	37.50% 9	29.17% 7	33.33% 8	24	2.96
Your input on decisions that are made	0.00% 0	4.17% 1	12.50% 3	41.67% 10	41.67% 10	24	3.21

Q5 Please rate your supervisor on the following factors:

Answered: 24 Skipped: 0



Pinellas County UPS Employee Stay Interview



	NEVER	SELDOM	OFTEN	USUALLY	ALWAYS	TOTAL	WEIGHTED AVERAGE
Recognizes your accomplishments	0.00% 0	0.00% 0	0.00% 0	29.17% 7	70.83% 17	24	3.71
Clearly communicates what is expected of you on the job	0.00% 0	0.00% 0	4.35% 1	21.74% 5	73.91% 17	23	3.70
Treats you fairly and respectfully	0.00% 0	0.00% 0	0.00% 0	20.83% 5	79.17% 19	24	3.79
Listens to your suggestions and feedback	0.00% 0	0.00% 0	4.17% 1	16.67% 4	79.17% 19	24	3.75
Keeps you informed	0.00% 0	0.00% 0	8.33% 2	20.83% 5	70.83% 17	24	3.63
Supports your work-life balance	0.00% 0	0.00% 0	4.17% 1	12.50% 3	83.33% 20	24	3.79

Q6 To help us understand further, please provide comment on a factor(s) that you rated either Always or Never.

Answered: 22 Skipped: 2

#	RESPONSES	DATE
1	My supervisor is extraordinarily organized, listens well and communicates with empathy, treats all staff with respect and kindness and, most importantly, does not take himself too seriously.	12/30/2022 11:14 AM
2	NA	10/31/2022 10:56 AM
3	I feel I am appreciated for my contributions to my unit. My leadership will listen and will offer feedback. My schedule is very flexible and offers a great variety of working hours and locations to me.	8/30/2022 2:49 PM
4	I really enjoy working for and with Kimberly and Maria. They are always supportive, they give clear and direct feedback, and they both have a sense of humor which I think is key to surviving in a high-paced environment! They are both very knowledgeable and I feel like we are in sync with our work styles, our belief systems, and our motivations.	2/17/2022 2:52 PM
5	My supervisor treats me very fairly. Our supervisor also backs us up in our decisions and never "throws us under the bus". If a mistake was made it is told directly to us and not gossiped to others (this has happened to me at other organizations). I appreciate my supervisor. The way I am treated by my supervisor has been a big factor in why I am willing to stay in my position (even if other positions I am interested in have opened up). My supervisor can be very busy at times - which is out of their control. It's not that my manager did not listen to my feedback and suggestions I just feel they may not have the time to address it.	2/17/2022 11:50 AM
6	My supervisor is very thorough, professional, and supportive of me. She acknowledges my suggestions and encourages me.	1/20/2022 9:31 AM
7	Kimberly is clear, direct, approachable and really cares about our team. She always has an open ear, and I really appreciate her high standards for customer service and performance.	1/20/2022 9:10 AM
8	I am made to feel very valued and given wonderful flexibility when I need to travel to NJ	12/21/2021 11:03 AM
9	Have a new manager and the manager is more than fair.	11/3/2021 9:32 PM
10	My situation is different, in that I report to a Board. I have felt fully supported by both Chairpersons during my first year.	10/31/2021 7:20 PM
11	My position is somewhat unique, in that I report to a Board, with whom I have mostly monthly contact. My perception is that I (and our team) do not lack direction, by staying in tune with our customers, prioritizing their needs and requesting guidance or advice from the Board Chair, if needed. Everyone has been very generous with their time and are supportive of our efforts.	9/24/2021 5:09 PM
12	n/a	9/23/2021 11:17 AM
13	Our team excels at working collaboratively and each person is very committed to our team and department goals.	9/22/2021 5:19 PM
14	Self explanatory	9/22/2021 4:43 PM
15	??? Self explanatory, good management style	9/1/2021 9:46 AM
16	Management recognizes accomplishments and involves me in finding solutions to barriers. Opportunities for improvement are understood and action is being taken to make changes.	8/28/2021 7:40 AM
17	I didn't put "Never" for tools and equipment, but it's close. The technology we have isn't sufficient for what we do, so that is below average. But leadership support and the people in the department are awesome.	4/13/2021 12:14 PM
18	My supervisor is excellent. He is always interested in what I have to say and is constantly looking for ways to keep me engaged.	3/16/2021 1:33 PM

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19	I've had several different supervisors over the past few months and the current one only for a couple of weeks but my "always" answer to being listened to reflects what I've experienced for the most part, regardless of who my supervisor is/was.	10/7/2020 12:35 PM
20	Supervisors always respectful towards me	10/7/2020 10:49 AM
21	A good manager isn't one who micro-manages, at least not obviously. Since COVID, I feel more micro-managed than I ever have either here in the county or with other employers. I tend to make more mistakes when I feel under the magnifying glass.	10/7/2020 10:29 AM
22	It has been a pleasure working under Irena since Meagan's departure in late July. Irena trusts me, trusts the work I produce and I feel she appreciates and values me as an employee. She is supportive of ideas that I bring to her and her other teams as well.	10/2/2020 3:09 PM

Q7 What do you like most or what motivates you most in your job?

Answered: 23 Skipped: 1

#	RESPONSES	DATE
1	I respect the work that all Pinellas County Government employees perform, and I have an opportunity to make their experience better.	12/30/2022 11:14 AM
2	compensated fairly for the job I do	10/31/2022 12:30 PM
3	Please see number 3	10/31/2022 10:56 AM
4	Contributing to the growth of others on a regular basis.	8/30/2022 2:49 PM
5	I really love it when someone tells me I've made a difference (a positive difference), that I've helped them to solve a problem, and that I've made their day.	2/17/2022 2:52 PM
6	The people and recognition. Even those small communications of recognition go a long way for me.	2/17/2022 11:50 AM
7	Reading, research, and seeing the end result become something that supports our employees.	1/20/2022 9:31 AM
8	I've got an amazing team! They work hard, and they are dedicated and learn new things quickly.	1/20/2022 9:10 AM
9	Helping to make positive change	12/21/2021 11:03 AM
10	Helping managers with their hiring needs.	11/3/2021 9:32 PM
11	I like everyone I work with and I believe they have the County's best interest at heart. I see what our department can be, and am willing to put in the effort it takes to make necessary improvements.	10/31/2021 7:20 PM
12	I have the opportunity to solve business problems through processes and people. That keeps me jazzed.	9/24/2021 5:09 PM
13	working with a team that goes above and beyond job requirements or expectations. working with a team that has my back	9/23/2021 11:17 AM
14	The opportunity to provide our customers with excellent service.	9/22/2021 5:19 PM
15	Impacting org	9/22/2021 4:43 PM
16	clear/clarified objectives	9/1/2021 9:46 AM
17	The challenge of problem solving and improving processes. Winning over challenging customers and building trust that may not have existed in the past.	8/28/2021 7:40 AM
18	I'm self-motivated. I want to make things better, and serve the employees of Pinellas County.	4/13/2021 12:14 PM
19	A great supervisor and colleagues who are always willing to help or point me in the right direction	3/16/2021 1:33 PM
20	Working with great people to accomplish great things, especially when the sphere of impact is great. :-)	10/7/2020 12:35 PM
21	Moving beyond transactional	10/7/2020 10:49 AM
22	helping others	10/7/2020 10:29 AM
23	The flexibility working remote (unfortunate that it is due to a pandemic) but I have had an opportunity to excel in areas that I am strong in and tend to multiple needs with extra time.	10/2/2020 3:09 PM

Q8 What additional learning and development opportunities would you like to have available?

Answered: 21 Skipped: 3

#	RESPONSES	DATE
1	I am pursuing professional certifications and take advantage of the tuition reimbursement program so I wouldn't mind if that annual total was increased.	12/30/2022 11:14 AM
2	NA. i believe all is covered with tuition reimbursement. i do with there was a budget for certification such as SHRM so it does not have to be paid out of pocket, which is a pretty penny.	10/31/2022 10:56 AM
3	I'd like to pursue some additional professional certificates.	8/30/2022 2:49 PM
4	I don't feel deprived of L&D opportunities - leadership is very supportive of helping me and others grow in our careers.	2/17/2022 2:52 PM
5	I would like to take more learning and development opportunities. I think it would be good to push us to pursue more academic opportunities as well rather than finding them yourself. USF has an excellent diversity, incusion, etc course that I think everyone in this department could benefit from (and its free! [\$99 for the certificate])	2/17/2022 11:50 AM
6	I would like to work more on my data/statistical and computer skills. I think this would assists me in knowing how to perform analytics and add additional value to my position.	1/20/2022 9:31 AM
7	When I can find the time and energy, I want to full a commitment to getting my CEBs designation. It's a time-consuming program so it's been hard to figure out where to fit it in.	1/20/2022 9:10 AM
8	SPHR recertification	12/21/2021 11:03 AM
9	Attendance at seminar on continued recruitment techniques.	11/3/2021 9:32 PM
10	I would like to take advantage of outside development. My only barriers thus far are self-imposed.	10/31/2021 7:20 PM
11	I would like the opportunity to attend a 'best practices' government-specific conference. So much is happening within HR and I would enjoy networking and sharing information.	9/24/2021 5:09 PM
12	OPUS training	9/23/2021 11:17 AM
13	We already have a wide range of opportunities.	9/22/2021 5:19 PM
14	tell us what we can spend on training, what is funding level	9/22/2021 4:43 PM
15	Have known budget per employee	9/1/2021 9:46 AM
16	Key roles should have SHRM memberships and we should communicate conferences to see what team members are interested in attending. There are often free or low cost learning opportunities that we could open up to all. COEs should send employees to specific conferences that relate to jobs to keep the team current on industry standards.	8/28/2021 7:40 AM
17	I love Benefits, but have always been a generalist and there are times I miss that.	4/13/2021 12:14 PM
18	OPUS training Ability to create and retrieve reports as needed	3/16/2021 1:33 PM
19	I'd like time to use and practice the wonderful learning that I've already received.	10/7/2020 12:35 PM
20	Not sure due to COVID	10/7/2020 10:49 AM
21	I haven't had an opportunity to explore the entire catalog but have been impressed with the various offerings and quality of material.	10/2/2020 3:09 PM

Q9 What do you think needs to be improved about your job?

Answered: 21 Skipped: 3

#	RESPONSES	DATE
1	Facilities and technology, but I recognize those issues are being addressed in typical government snail-paced fashion.	12/30/2022 11:14 AM
2	Nothing. I feel I am adequately compensated for the work that is expected of me.	8/30/2022 2:49 PM
3	We need much better technology tools. I know the County has decided to stay with Oracle but it isn't meeting our needs and it is a huge hindrance to our efficiency and our output.	2/17/2022 2:52 PM
4	When you are an employee who can get things done it's nice that your manager can depend on you. What I dont like is when my peers arent as dependable. There needs to be a balance. Someone may seem like a good fit in the beginning when doing interviews, but when it comes to actually doing the position it may not be the right fit.	2/17/2022 11:50 AM
5	I am overall happy in my position and I look forward to seeing what my department accomplishes in the future.	1/20/2022 9:31 AM
6	The technology. The County desperately needs a much better solution that Oracle. It's clunky, cumbersome, and not user friendly.	1/20/2022 9:10 AM
7	don't have anything yet	12/21/2021 11:03 AM
8	N/A	11/3/2021 9:32 PM
9	Building relationships during the pandemic has been challenging. As this improves, communication regarding my role and our team's place in the organization will improve.	10/31/2021 7:20 PM
10	The recent UPB-AA Workshop was encouraging. We continue to work toward improving technology and applying it to our (very manual) processes.	9/24/2021 5:09 PM
11	Need improvements in OPUS - this is in process so we have to wait and see what happens	9/23/2021 11:17 AM
12	Supporting technology (minor cost) would be a tremendous asset not only for both team and department but for our customers as well.	9/22/2021 5:19 PM
13	broader goals developed and integrated	9/22/2021 4:43 PM
14	Goals and strategic plan, retaining employees	9/1/2021 9:46 AM
15	Systems and processes	8/28/2021 7:40 AM
16	We need much, much, much better technology.	4/13/2021 12:14 PM
17	Technology. We (the county) are lagging behind in technology. We could be so much more efficient and have far less errors if we had better technology.	3/16/2021 1:33 PM
18	Leadership stability; effectiveness and efficiency of technology; and pay equity.	10/7/2020 12:35 PM
19	More specific ties to overall performance goals	10/7/2020 10:49 AM
20	I'd say self time-management, but there's still only so many work hours allotted. I run out of work hours before long before I run out of tasks. It becomes discouraging.	10/7/2020 10:29 AM
21	At times, my job can become very administrative and there are gaps in technology and processes that can be improved.	10/2/2020 3:09 PM

Q10 When was the last time you thought about leaving the team? What prompted it? Does this still concern you?

Answered: 24 Skipped: 0

#	RESPONSES	DATE
1	Very briefly under the interim director. Her appointment was an insult and an obvious political tool. Not tremendously because I think current leadership has focused on improving trust and communication with our customers.	12/30/2022 11:14 AM
2	family situations that needed attention but no longer do earlier this year	10/31/2022 12:30 PM
3	Haven't	10/31/2022 10:56 AM
4	Prefer not to say. Thankfully I feel those reasons have been resolved.	8/30/2022 2:49 PM
5	Not at this point	6/27/2022 2:50 PM
6	My first three months were questionable. With all the turmoil in my area and in the department overall, I questioned my decision to come to the County. But I decided to stick it out and I've very glad I did! I think we just keep getting better every day and I'm happy to be a part of it - we have a great HR team.	2/17/2022 2:52 PM
7	I have only thought about leaving the team due to compensation. Inflation and prices and more are all going up, and I feel the salary is remaining the same. Quite often I wonder - how do I get a raise or a promotion? Maybe I will learn more about that as I become a more tenured employee.	2/17/2022 11:50 AM
8	In March of 2020 my director left and there was a lot of rumors and negative connotations floating around. But Covid-19 took over and I knew that our team needed all the support we could get. I have never been one to leave when things get tough. I am glad I stayed because we made it through that storm and now things are improving better than ever.	1/20/2022 9:31 AM
9	In my first few months on the job, given all of the turmoil that HR was going through, I did wonder if I had done the right thing in taking the job. But now that we are stable I'm happy in my job!	1/20/2022 9:10 AM
10	NA	12/21/2021 11:03 AM
11	Never	11/3/2021 9:32 PM
12	N/A	10/31/2021 7:20 PM
13	Haven't yet considered leaving this role.	9/24/2021 5:09 PM
14	I have not given it a single thought. I love working here and I am learning a lot.	9/23/2021 11:17 AM
15	N/A	9/22/2021 5:19 PM
16	Last week -do not want to discuss	9/22/2021 4:43 PM
17	on and off for past 6 months	9/1/2021 9:46 AM
18	I have not thought about leaving. It has only been a few minutes and I have plenty to learn and bring to the table.	8/28/2021 7:40 AM
19	I did have a few second thoughts within the first few weeks of my start date, mainly due to the disarray of the Benefits team, and the turbulence of the relationship between HR senior management and the other Appointing Authorities.	4/13/2021 12:14 PM
20	Never	3/16/2021 1:33 PM
21	Recently. Lack of pay equity within the department. Yes.	10/7/2020 12:35 PM
22	3-4 months ago. 1) Diversity, inclusion, equity and cultural issues not even being addressed,	10/7/2020 10:49 AM

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county appears to have actually minimized it. 2) Supervisor shifts

23	Weekly, almost daily, and yes it still is concerning. I didn't feel this way before COVID, so working entirely remotely seems to be the issue. Adjusting to the new communication styles has its flaws for sure.	10/7/2020 10:29 AM
24	Not since my first 90 days when I was still trying to understand if public sector was going to be the right move for me since shifting from the private sector.	10/2/2020 3:09 PM

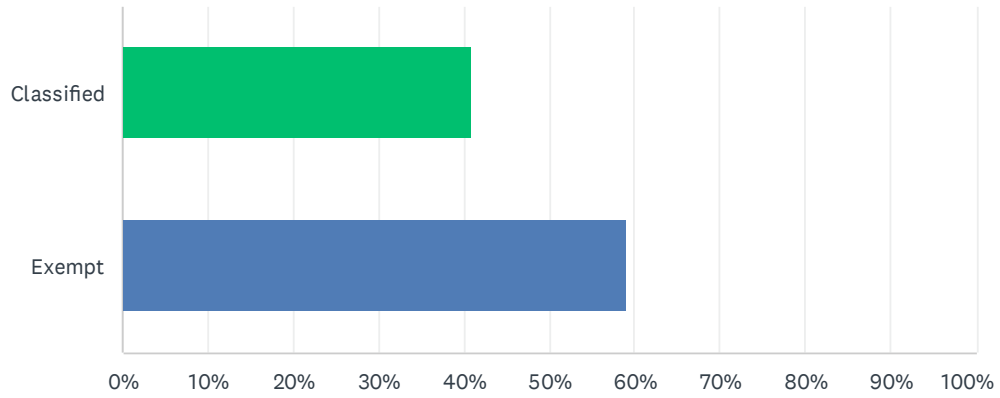
Q11 What specifically can the county do to help you stay longer?

Answered: 20 Skipped: 4

#	RESPONSES	DATE
1	Prosper?	12/30/2022 11:14 AM
2	compensation. i personally feel more appreciated with compensation. more work=more pay. especially if you are covering more grounds or now responsible for what was someone else's job duties were. this is something that must be kept in mind when valuing an employee and trying to retain a valuable employee. if permanent workload has increased so must permanent pay.	10/31/2022 10:56 AM
3	Nothing more needs to be done. I feel valued in my current role.	8/30/2022 2:49 PM
4	Would love to see better offerings around planning for retirement. I joined the County so late in my career that I'm not going to reap much benefit from FRS. Would like to see more streamlined and better 457 opportunities, and would love to see the County do something to help with student loan payoff.	2/17/2022 2:52 PM
5	Hold everyone to the same level of competency, and ensure that your "opportunities" for employees are actually offered. Sometimes it can come off as more of a façade than something we can actually utilize.	2/17/2022 11:50 AM
6	Be supportive of each other. Appointing Authorities should work together to have a more unified approach to things and I think that would improve moral across the board tremendously.	1/20/2022 9:31 AM
7	Get a better HRIS system! Other than that, I'm content and not looking to leave.	1/20/2022 9:10 AM
8	Continue to provided a remote working days.	11/3/2021 9:32 PM
9	I will be gratified by the AA's continuing to work together collegially.	10/31/2021 7:20 PM
10	Be supportive of this multi-matrixed role. Tell me the truth early, before issues become problems and give me the opportunity to be successful.	9/24/2021 5:09 PM
11	Give me more chances for growth and development with learning as well as career growth	9/23/2021 11:17 AM
12	Opportunities to meet and potentially get to know County employees who work for other Appointing Authorities is the only thing I can think of.	9/22/2021 5:19 PM
13	County needs new leadership and perspective- disappointed	9/22/2021 4:43 PM
14	create an environment that reduces insularity of AA groups. Have leaders who rely less on command and control and fix things, tools, processes that are broken instead of writing up employees.	9/1/2021 9:46 AM
15	Update our systems and keep improving processes	8/28/2021 7:40 AM
16	I'm in it for the long haul, but I would like to see our tech tools improve.	4/13/2021 12:14 PM
17	Engage me in more challenging work so that I can grow professionally	3/16/2021 1:33 PM
18	Permit leadership stability and improve pay equity.	10/7/2020 12:35 PM
19	Not sure. Does the county have the capability and capacity to change cultural norms? Stabilizing leadership.	10/7/2020 10:49 AM
20	Remote flexibility and adopting a hybrid model that is sustainable after the pandemic; consider maternity leave benefits; leadership development opportunities (e.g. stretch projects or rotations)	10/2/2020 3:09 PM

Q12 What is your employment status?

Answered: 22 Skipped: 2



ANSWER CHOICES	RESPONSES	
Classified	40.91%	9
Exempt	59.09%	13
TOTAL		22

Q13 Do you have any other comments or suggestions?

Answered: 14 Skipped: 10

#	RESPONSES	DATE
1	Happy New Year!	12/30/2022 11:14 AM
2	please see 11	10/31/2022 10:56 AM
3	Not at this time.	8/30/2022 2:49 PM
4	I'm sorry for the delay in filling this out but, I do think waiting a while to do it allowed me the opportunity to have greater perspective over where we were versus where we are now.	2/17/2022 2:52 PM
5	Overall, I am happy with this position. I enjoy working in government.	2/17/2022 11:50 AM
6	Pinellas County is a great place to work and I feel blessed for all the opportunities it has afforded me.	1/20/2022 9:31 AM
7	I am being treated fairly, but all of my co-workers are not; this is based on the manager. Supervisors need to determine what is appropriate manager/employee relations and behaviors.	11/3/2021 9:32 PM
8	no	9/23/2021 11:17 AM
9	Thank you for the opportunity to provide feedback.	9/22/2021 5:19 PM
10	None	8/28/2021 7:40 AM
11	None, thank you!	4/13/2021 12:14 PM
12	I enjoy what I do and am looking forward to growing professionally with the department and the county	3/16/2021 1:33 PM
13	Thanks for asking.	10/7/2020 10:29 AM
14	I take these stay interviews very seriously and trust that my comments, suggestions and honesty are valued.	10/2/2020 3:09 PM

Q14 Please note that although providing your name and your supervisor's name is optional, this information will greatly help your department work on the positives and negatives more pro-actively as it relates to you and your position.(Optional) Please provide your name.

Answered: 13 Skipped: 11

#	RESPONSES	DATE
1	Jim	12/30/2022 11:14 AM
2	Employee: Noemy Pita	10/31/2022 10:56 AM
3	Kevin Connelly	8/30/2022 2:49 PM
4	Kelly R. Faircloth	2/17/2022 2:52 PM
5	Danielle Holland	1/20/2022 9:31 AM
6	Kelly Faircloth	1/20/2022 9:10 AM
7	Maria Ciro	12/21/2021 11:03 AM
8	Kimberly Crum	10/31/2021 7:20 PM
9	Kimberly Crum	9/24/2021 5:09 PM
10	N/A	9/22/2021 5:19 PM
11	Brennan Atwood	8/28/2021 7:40 AM
12	Kelly Faircloth	4/13/2021 12:14 PM
13	Sarah Pizzino	10/2/2020 3:09 PM

Q15 (Optional) Please provide your supervisor's name

Answered: 11 Skipped: 13

#	RESPONSES	DATE
1	Jack	12/30/2022 11:14 AM
2	Supervisor: Brennan Atwood	10/31/2022 10:56 AM
3	Audrey Savas	8/30/2022 2:49 PM
4	Kimberly Crum	2/17/2022 2:52 PM
5	Kimberly Crum	1/20/2022 9:31 AM
6	Kimberly Crum	1/20/2022 9:10 AM
7	Joan Vecchioli, UPB Chair	10/31/2021 7:20 PM
8	Joan Vecchioli, UPB Chair	9/24/2021 5:09 PM
9	N/A	9/22/2021 5:19 PM
10	Kimberly Crum	4/13/2021 12:14 PM
11	Irena Karolak	10/2/2020 3:09 PM