



**CULTIVATE A DIVERSE,  
TALENTED AND  
RESILIENT WORKFORCE**



**ATTRACT A DIVERSE  
AND TALENTED  
CANDIDATE POOL**



**RELATIONSHIP  
BUILDING**



**EVOLVE AND  
LEVERAGE  
TECHNOLOGY**



**SERVE AND  
SUPPORT  
CUSTOMERS**



# HR Cares

## Pinellas County Human Resources **2022 Annual Report**

**Human Resources**  
*Helping U Succeed*

**WORK. GROW. MATTER.**

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## Our Vision

To achieve an organizational community where all people thrive, partnerships flourish and performance excels.

## Our Mission

As a trusted solutions partner, enhance and support the unique missions of our customers by providing expertise and outstanding customer service, promoting health and well-being, and cultivating a diverse, inclusive and engaged workforce.

## Our Guiding Principles

### CUSTOMER FOCUSED

We partner with our customers to provide outstanding and timely service that supports their strategic goals.

### RESPECTFUL

We listen and respond to each individual with courtesy and empathy.

### CREDIBLE

We earn the trust of those we serve by demonstrating confidentiality, integrity, and accountability and by providing expertise obtained through continuous learning.

### INNOVATIVE

We value diverse perspectives, encourage curiosity and challenge the status quo to achieve creative and effective solutions.

### INCLUSIVE

We collaborate across all teams to make decisions and take action in pursuit of the best-shared outcomes.

### POSITIVE

We choose to be optimistic and upbeat while looking to the future with excitement and focusing on possibilities.

# From the Director

This year was filled with opportunity. We continued to build relationships with our stakeholders — Appointing Authorities, Employees' Advisory Council, Unified Personnel Board members, our employees and retirees; this team got to work.

Armed with our department's Employee Voice Survey results, we set out to understand what HR team members needed to be successful in their roles, providing critical services to our many varied customers. Sufficient time was spent hearing from the department's employees on various critical topics then putting measures in place to address their needs. We know that when our department's employees are cared for, they can care for others. We recognized outstanding HR performance with growth opportunities which resulted in five promotions in 2022.

Equipped with a robust list of priorities, agreed upon by the Appointing Authorities and the Unified Personnel Board, the entire HR team worked together to develop the 2022 - 2024 Pinellas County Human Resources Strategic Plan. An internal HR cross-functional committee revised the department's mission and vision statements, set forth guiding principles that align with today's objectives, and finalized five goals, appropriately titled C.A.R.E.S., as this team cares deeply about meeting the needs of our stakeholders. Each of the letters in our C.A.R.E.S. acronym represents a key focus area for the department. Throughout this Annual Report, you will see evidence of our efforts for each.

In 2022, we grew employees' e-learning usage, offering in-person and virtual learning opportunities in addition to continuous feedback tools for employees. Our team redeveloped *Boot Camp: Leadership Essentials*, the foundational development program for supervisors. The pilot program, which received overwhelmingly positive feedback from the attendees, concluded in late 2022 and will run through 2023 and beyond.

We worked with the Benefits Advisory Committee to gain approval from Appointing Authorities for enhanced benefits that satisfy the needs of our employees and their families and allow our benefits package to remain #1 among local governments.

It was an exciting year as we were able to return to in-person recruitment and community events which allow for candidate connections and real-time hiring, promoting Pinellas County Government as the place where everyone wants to work. Creativity was unleashed, including multiple partnerships

that created a path for hires, 47 recruitment and community events, and a new Employee Referral Program that traded 8 hours off for an increased cash award.

Every division of HR is addressing the needs of our customers with upgraded technology. From hiring to employee development, communications, volunteer efforts, and our processing of employee data changes, we are collaborating with our customers and BTS to ensure efficient processes. We have improved our processes to enhance data accuracy and capture metrics outlined in this report. Workforce Strategy streamlined onboarding and hiring practices to shorten the recruitment process and get the right candidate at the right time. Technology improvements played a role in better tracking and shortening of the time-to-fill metrics. We are excited to finalize a new performance management system in 2023 with compensation and succession planning modules customized for each Appointing Authority work group.

As a support department to all Appointing Authorities, everything we do revolves around our customers. We committed last year to provide responsive service and to measure our customer interactions. We met our goals and continue to work on improving our customer service. Our success in meeting our service level goals is due to a well-trained, motivated, and engaged team dedicated to the highest standards of customer service, answering over 13,000 calls in 2022. Four HR team members, including myself, served as poll workers during the General and Primary elections to assist the Supervisor of Elections. Fourteen team members responded to the Emergency Operations Center during Hurricane Ian. Along with each employee throughout the County, the HR team displayed unity, commitment to our community, and pride in our civic duty.

This report details the accomplishments in our five key focus areas and our future plans as we work through the 3-year Strategic Plan. Our focus is clear: to cultivate our workforce, attract the very best candidates, focus on relationship building, evolve technology, and support our customers. Working closely with the Unified Personnel Board, the Appointing Authorities, the Employees' Advisory Council, County departments, and employees, I look forward to what we will accomplish together in 2023.



Kimberly R. Crum  
Human Resources Director

# Unified Personnel System At-a-Glance

Rounded calendar year figures, as of 12/31/22. Exceptions noted.

## Recruitment

**13,150**

job applications

**65.1**

average days to complete a recruitment  
(time to fill)

**47**

recruitment and community events

## New Hires

**571**

new hires

**47**

new hires as a result of recruitment  
and community events

**68.8%**

retention of new hires  
within first year

## Referrals

**125**

new employees referred  
by a current employee

**77%**

of referrals are still employed  
in first year

## Promotion

**566**

or 18% of employees promoted,  
compared to 13% in 2021

## Learning

**37%**

of employees attended learning  
opportunities in FY2022

**4,117**

attendees at learning opportunities  
in FY2022

## Workforce

**3,114**

total employees

## Tenure

**10.2**

years of average tenure

## Age

**47**

average age

## Gender

**47%**

female

**53%**

male

# Service Level Measurement

The Human Resources Department consists of well-trained, motivated, and engaged staff dedicated to the highest standards of customer service. We are focused on strengthening collaborative and solution-oriented partnerships to help all organizations within the Unified Personnel System achieve success.

The following goals were set in collaboration with the Appointing Authorities and the Unified Personnel Board in October 2021:

## HR Scorecard

HR Customer Satisfaction Survey	2022 Results	Goal
Based on today's experience, how satisfied are you with HR?	92.5%	92.5%
The HR representative was professional & courteous.	100%	100%
The HR representative was helpful.	100%	100%
I received the requested information in a timely manner.	100%	95%

New Employee Orientation Survey	2022 Results	Goal
I was well engaged with what was going on at the event.	94%	90%

Time-to-Fill Positions	2022 Results	Goal
Average number of days to fill a vacant position	65.1 days	70 days

# Cultivate a Diverse, Talented and Resilient Workforce



**Offer in-person and virtual learning opportunities and tools for continuous feedback for employees to produce their best work while providing resources for a resilient workforce.**

## Building a Learning Culture

In collaboration with the Appointing Authorities and the Unified Personnel Board, we set an engagement goal for virtual New Employee Orientation of **90%** and have achieved a rating of **94%**.

Enthusiasm made NEO really engaging and all of the information shared throughout the different areas was really helpful. - Jess Zsiga, Admin Specialist, Supervisor of Elections

Organizational & Talent Development (OTD) customized **46** learning opportunities at the request of department leadership to help employees up-skill, re-skill, and new-skill on a wide variety of topics.

**95** employees enrolled in the Discover the Leader in Utilities (DTLIU) leadership program designed to help new and aspiring leaders unleash the potential in themselves and others. Since its inception in 2020, **16%** of the program participants were promoted.

Discover the Leader in Utilities is a great stepping stone for team members to learn and advance. I'm a 28-year veteran and wish we would have had this 20 years ago. As I made Pinellas County Utilities a career, I am appreciative that I attended to fine tune my skills and assist me with my team members. I enjoyed this! - DTLIU Participant

We kicked off the *Leadership Connections* program in partnership with Human Services to address core competencies for the Community Connections division managers.

We continued to collaborate with Florida State University to provide the nationally recognized Certified Public Manager program. **52** employees are presently enrolled and expected to graduate over the next two years. **26** employees graduated in 2022.

We created **12** new class topics that tap into future trends using Korn Ferry's Competency Framework.

## Reinvigorating Supervisor Boot Camp

We redesigned our foundational leadership program and held a pilot for **21** supervisors. *Boot Camp: Leadership Essentials* will run for **4** sessions in 2023. Facilitated by internal experts in various HR specialties and partners in the County Attorney's Office, Office of Human Rights, and Risk Management, *Boot Camp* focuses on critical skills to lead through change, drive performance, and cultivate a people-first culture of engagement and accountability while addressing Personnel Rules and Policies.

The experience shifted my professional and personal perspective in how I approach situations, taking greater care with those I supervise with their performance and have better conversations with them. - Boot Camp Participant

## Leveraging ULearnIT

ULearnIT is an e-learning resource with over **50,000** online resources that focuses on timeless exercises and leadership ideas. In 2022, there were **901** unique users, up **14.5%** from 2021. Employees utilized ULearnIT to access online learning, completing **175,889** page views and **4,446** session hours within the platform.

## Learning By the Numbers

- **4,117** attendees in FY2022, of which **1,139** were unique employees
- **275** active participants in Learning Paths, **19** participants completed a Learning Path, and **79** microcertifications were issued
- **73** Learning Heroes to promote learning
- **3.84/4** positive rating of learning opportunities

## Exposure, Inspiration, and Networking

Two members of OTD spoke at the international *Learning 2022 Conference* about the DTLIU program. The OTD Officer was a panelist who shared her insights on the evolving relationship between learning and HR.



## Develop and Refine Employee Benefits

We added new preventive screening opportunities for employees to earn an incentive award by getting an annual physical, an OB/GYN visit, a dental preventive exam, a flu shot, or by participating in the Omada Diabetes Prevention Program. While the overall total of incentive dollars is still capped at \$200, the opportunity to earn incentives is more inclusive and allows for impactful health promoting choices.

In addition to **3** existing voluntary benefits plans, we introduced Legal Assistance and Identity Theft voluntary benefits options. **1,646** unique employees purchased **4,037** voluntary benefits policies for 2023.

We enhanced our dental plans from Cigna. Employees can choose from the current HMO or two new PPO plans with expanded coverage.

**96** wellness programs  
**188** wellness classes and events  
**3,565** total participants

## Data Driven Wellness Initiatives

In support of the Four Pillars of Wellness (Physical, Emotional, Social and Financial), we partnered with AdventHealth, Moffitt Cancer Center, BayCare, UF/IFAS Extension, Publix, RCM Financial Coaching, OneBlood, Employee Assistance Program (EAP), and many more.

We offered mammography screenings to **238** participants through Mammo Bus and Employee VIP Mammography Days.

Flu and vaccine clinics at **5** locations were offered in 2022; **253** employees took advantage of the benefit.

**2,870** employees who may be eligible for retention supplement (as of 1/3/23)

## Rewarding Employees

We worked with the Appointing Authorities to develop a retention supplement to reward employees who remain employed through 2023. The first payment will be in February and the second in August.

## Performance Management

To ensure a performance system is implemented across the Unified Personnel System, work on Oracle Performance Management is underway (see [page 11](#)).

## General Increase

We developed a General Increase Calculator, which allowed over **3,000** employees to easily see the amount of their expected general increase, including any lump sum amounts that applied.

## Ensuring Correct Classification

We collaborated with the Clerk's Finance Division to conduct a benchmark salary study of finance and accounting job classifications, which resulted in the development of new class specifications.

We worked with the Clerk of the Circuit Court to implement equity adjustments for around **400** classified employees.

We completed a comprehensive classification and compensation study for the Tax Collector's Office, which involved position audits, a benchmark salary study, and recommendations for **226** classified employees.

We finished the implementation of recommendations from a major classification and compensation study of **358** positions under the County Administrator. This included creating and modifying job classifications, reclassifying, and reallocating positions, and providing for position audit appeals as needed.

# Attract a Diverse and Talented Candidate Pool



**Offer an engaging and efficient recruitment approach to promote Pinellas County Government as a place where everyone wants to work.**

## Improving Eligible Candidate Flow Using Creative Paths

The team returned to attending and holding in-person recruitment and community events, many of which allowed us to hire on the spot. Some of the events included a MacDill AFB Job Fair, Construction Careers Expo, Greenwood Seafood Festival, SPCA Pet Walk, and many more. With **47** recruitment events hires made in 2022 and almost half of them occurring during Pinellas County-hosted “on-the-spot” hiring events, it is clear that these innovative recruitment efforts are paying off.



I want to commend you on a fantastic career fair that brought in many high quality applicants!

— Megan Ross, Director of Utilities

**571** new hires in 2022

**47** recruitment and community events

**47** new hires as a result of these events

**4** County career fairs in 2022

Thank you for assisting in the Pinellas County Tax Collector's Career Fair. Your team was wonderful to work with and was extremely helpful and devoted to ensuring the applicants had the best experience. Over the two days, we made 22 job offers and there had to be over 100-150 candidates that participated.

— Catherine Bailey Noble, Deputy Director, Tax Collector's Office

## Improved Time-to-Fill for Open Positions

Based on the feedback and support of the Workforce Connections Committee, Workforce Strategy established new networking opportunities, focused on personalized recruitment events, and continued to develop our technology. Managing the newly implemented time-to-fill metrics has been a focus for this group, with reporting and collaboration being essential to staying on target. 2022 has been very successful for improving our days to complete a recruitment by dropping from a **93.6** day average in 2021 to a **65.1** day average in 2022.

**65.1** day average to complete a recruitment in 2022; surpassing the goal of 70 days

## Enhanced Employee Referral Program

We collaborated with Appointing Authorities to enhance the Employee Referral Program. In 2022, **125** employees were hired via our Employee Referral Program, with **28** of them starting after the program was updated. Instead of earning a day off, employees can now earn up to **\$1,000** with the first **\$500** being paid out after the referred employee's 90th day of employment and the second **\$500** being paid out after the first year of service as long as they remain within the same Appointing Authority.

**125** employees hired through Employee Referral Program in 2022

**76%** increase in use of Employee Referral Program from 2021





Public Works hiring managers and the Fall 2022 intern class

## Pathways to Hiring Through Internships

In 2022, we offered both paid and unpaid internships to high school and college students.

- Volunteer Services partnered with Pinellas County Schools and hosted **4** high school interns through the Schools' Summer Acceleration Program.
- In partnership with Public Works, we assisted with onboarding of paid interns through the Pinellas Technical College's Public Works Academy program. To date since 2020, the interns have logged more than **2,200** hours of paid work and the department has hired **5** full-time employees out of the internship program.

**754** volunteers and interns in 2022

**62,947** hours of service in 2022

**\$1.8m** value of volunteer hours

*based on Independent Sector's national hourly value at \$29.95 in 2022*

## Great American Teach-In

The Workforce Strategy team participated in the Great American Teach-In event with a focus on high school students who may be potential employees upon graduation, to share information about employment with Pinellas County Government.

## Showcase Benefits

Staff implemented a benefits summary on all job announcements and showcased the total compensation benefits package for both classified and exempt employees at [pinellas.gov/what-we-offer](https://pinellas.gov/what-we-offer). Employment web pages, including the total compensation package, received over **410,000** views.

## Building Partnerships

In discussion with the Workforce Connections Committee, we developed **15** new partnerships with job training groups and those who work with various populations to help them find jobs including: Florida Resurrection House, Homeless Empowerment Program, Job Corps, Pinellas County Housing Authority, the Veterans' Administration, Lighthouse of Pinellas, United Way Suncoast, and many more.

## Direct Hire Services Secured

The recruitment arena has faced unprecedented challenges in this turbulent market. To support Appointing Authorities in filling hard-to-fill exempt positions, we coordinated a Request for Proposals (RFP) to contract with **3** direct hire service firms. The RFP review committee included representation from Purchasing, the Clerk's Office, County Administration, Tax Collector's Office, and Human Resources. These new contracts allow for the Appointing Authorities to use the agency's services on an as-needed basis.

## Sparking Interest in Public Service

Through Florida State University's FSUshadow Program, Human Resources was paired with an FSU student who had the opportunity to spend a day with the entire team and learn about the different areas within HR including Benefits, Classification and Compensation, Communications, Employee Relations, Organizational & Talent Development, and Workforce Strategy. Our team looks forward to participating in future opportunities and coordinating similar events that spark an interest in public service.

# Relationship Building



**Focus on building internal and external relationships to better serve our customers and successfully implement initiatives.**

## Strengthen Relations Between HR and Appointing Authorities

The HR Director attended **15** Employee Forum meetings with the County Administrator to learn how we can serve employees better and answer questions.

The HR Director and Assistant Director conducted field visits in various departments to learn more about day-to-day operations and meet employees.

**4** HR team members served as a poll workers during the Primary and General elections in 2022.

HR Business Partners attended various department director meetings to provide information and assist in employee relations matters. This team assisted in **4** focus groups, **5** climate assessments, **3** mediations, and an In-Service event.

**96%** of survey respondents positively viewed Employee Relations' response and handling of the situation

The HR Business Partner was excellent in providing tools to handle a performance issue including creating an action plan, which allowed me to retain a key member of our team.  
— Employee Relations Survey Participant

Strike teams comprised of a Business Partner, Compensation Consultant, Recruiter and Learning Consultant are collaborating with departments by taking a deep dive into high turnover positions in order to produce a customized action plan.

We continued to meet with the Cross-Functional Team that serves as a sounding board to garner support to move forward initiatives impacting our workforce.

We assisted in the development of the hybrid work, employee referral, retention supplement, and exit interviews policies.

## Benefits Advisory Committee (BAC)

We held ongoing meetings with the Benefits Advisory Committee as well as sub-committee meetings. Throughout the year, we engaged with our consultant to evaluate health and wellness benefits and best practices while remaining in compliance with regulatory and legislative requirements. As a result of our BAC partnership, we implemented two new voluntary benefits and enhanced the dental plans.

## Strengthen HR and EAC Relations

We supported Employees' Advisory Council's (EAC) initiatives by ensuring HR leadership attended all representative and delegate meetings, remaining afterwards to interact and answer questions. The Benefits team attended all meetings and introduced **4** Cigna onsite representatives.

The HR Director attended a tour of Solid Waste at the invitation of the EAC representatives to learn more about day-to-day operations and meet employees.

We coordinated an Employee Advocate learning opportunity with the Public Defender's Office (see photo) and placed Advocate recruitments in the *Pen*.



We created an automated application for delegate and representative elections and assisted the EAC in the creation of their upcoming SharePoint site.

We collaborated on adjustments to Rule 3, with updates successfully approved by the Unified Personnel Board. We also coordinated on adjustments to Rules 6 and 7, successfully updated all discipline and other forms/letters, and are currently collaborating on new recommendations for Rules 6 and 7.

## Strengthening HR Teamwork and Relations

The Employee Voice action planning teams identified immediate, short-term, and long-term plans for **5** sub-topics (Team Building, Inclusion, Recognition, Flexibility and Opportunity for Growth). Many of the items identified are already in place.

As a result:

- An Alternative Flexible Schedule Policy and Request Form was implemented that provides guidance for requesting an alternative or remote work schedule to create mutually beneficial outcomes for retention.
- An internal interactive SharePoint site was launched that provides departmental updates and accomplishments, hosts important documents, and serves as a hub for the Strategic Plan and Employee Voice Survey goals. Since August, the site, accessible to the HR team only, has been visited over **1,500** times.
- A Connections Committee was created to foster social interaction and team building. The Committee held **4** events since its inception in October. More events are planned in 2023.



The team developed and implemented the 2022-2024 Strategic Plan and presented the Strategic Plan to the Unified Personnel Board.

The Strategic Plan gives us a sense of direction and now we have a better understanding of how our everyday tasks align with our values and goals.

— Natalie Ingham, Benefits Analyst, HR

We engaged HR staff in their 2023 Performance Evaluation Template with 100% staff participation and the majority of the team's feedback has been incorporated in the final product.

## Team Building Activities

We held a departmental In-Service Day with a required compliance session in the morning, followed by team building activities, a fun hour of Family Feud, and a presentation on *Navigating Change as a Team* by our EAP counselor. The team expressed appreciation for the event structure and plans are being made for an In-Service Day in 2023.



The In-Service Day was AWESOME! Great job to the organizers, and thank you to the whole team for engaging and making the day super fun! – Kelly Faircloth, HR Officer

The Leadership team hosted Employee Appreciation Week which consisted of daily in-person get-togethers.

We partnered with the Pinellas County Family Housing Assistance Program to help **3** low-income families who just moved into a new home or are waiting to be placed. We collected gifts on the families' wish lists. Additionally, our employees participated in the Countywide Annual Bike Drive.

## Supporting Volunteer Community

The Volunteer Services team developed a volunteer management tool to support site coordinators with day-to-day management of volunteers and assist them during conflicts.

We provided individualized mediation service to a department during a volunteer-to-volunteer conflict that resulted in successful mediation and partnership.



Having a mediation option with an in-house counselor was the perfect solution to resolve a volunteer conflict. Having these support services available to our volunteers is so important! – Jennifer Renner, Volunteer Coordinator

We developed stay and exit surveys to launch in 2023 with the implementation of the new volunteer database software.

# Evolve and Leverage Technology



**Focus on innovative technology improvements and streamline processes to enhance data accuracy and user experience.**

## Oracle Upgrade & Integration with Taleo

In conjunction with innovative methods for sourcing candidates, technology improvements have played a role in better tracking and shortening of the time-to-fill metrics.

Taleo is well on its way to integration with the Oracle EBS (OPUS) system. A partial integration was completed in summer of 2022 that allows for all position data to flow to Taleo. The result has been enhanced data accuracy and time savings when creating new recruitments. The Workforce Strategy team is excited to continue our partnership with Business Technology Services (BTS) in working towards full integration of the Taleo and EBS (OPUS) systems.

As the Oracle Business Application Executive Committee (OBAEC) Chair for 2022, the Assistant Director helped lead the continuance of the Oracle modernization which included the formation of the Executive Stakeholder Committee and the Program Executive position.


## Learning from Oracle Experts

We partnered with BTS in attending a week long Oracle Ascend 2022 Conference in Las Vegas. Our Workforce Strategy Officer learned from the Oracle experts about the many capabilities, features, and products that can enhance the HRMS and applicant tracking systems. Presentations included education on EBS (OPUS) functionality, SplashBI reporting, and employee command center capabilities. As Pinellas County currently focuses on improving and updating EBS (OPUS) functionality, while also introducing new tools like SplashBI and the employee command center, this conference allowed us to hear the ideas and experiences of other large organizations leveraging these Oracle products.

## Utilized Technology for Robust Metrics


Workforce Strategy has created a Countywide dashboard that captures essential metrics for each Appointing Authority that includes time-to-fill, new hires, annualized turnover, and more.

While we are in the very early stages of development and distribution, with the approval of SplashBI this year, we look forward to being able to automate and enhance reporting of these metrics in 2023.

 Your team went above and beyond to understand my concerns and bring the necessary staff into our Teams meeting to assist me with a promotional transfer. You walked me through the OPUS processes and explained the “why” every step of the way. I appreciate the teamwork of the HR experts! The Hiring Guide is very helpful and easy to follow.  
- Customer Satisfaction Survey

## New Process for Background Checks

Due to changes to the FDLE fingerprinting program, Workforce Strategy had to seek out a new process for general background checks. While this sudden pivot in our long-standing background check program forced the team to make swift changes and adapt at lightning speed, it resulted in positive changes. For most positions, candidates are now able to complete their background package electronically and in 2023, we plan to connect our background check process directly to the applicant tracking system.

 I wanted to thank you for the onboarding process improvement of fingerprinting and screening. Allowing applicants from out of state to use local vendors helped in our recruitment of a new employee from New Jersey. Due to his current work commitments and making arrangements for his move, time and travel required was a consideration.  
- Joe Borries, Operations Manager, Emergency Management



## Performance Management System

One of our stated responsibilities is to ensure a performance system is implemented across the Unified Personnel System. In conjunction with BTS, we have introduced to the Appointing Authorities the Oracle performance management system which includes compensation and succession planning modules. We collaborated on requirements and criteria for evaluations with participating organizations and have begun a testing phase with plans to implement in 2023.

## Designing an HR Call Center

BTS has begun designing a new HR call center to enhance our current system. This call center will provide better tracking and metrics regarding customer calls, along with real time phone monitoring to ensure proper staffing and consistency.

## Streamlining the Termination Process

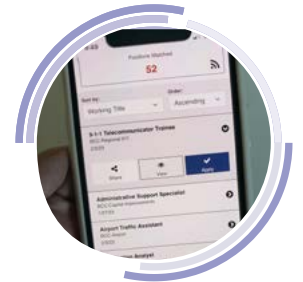
In partnering with BTS, we enhanced the EBS (OPUS) termination process. Managers were previously required to manually enter multiple termination processing dates into *Manager Self Service*. After this improvement, managers now enter the actual termination date, and the additional termination processing dates are auto-populated. This has saved time when entering data and eliminated confusion and the need for HR to correct errors.

## Enhancing the Volunteer Experience

We are in the final stages of the implementation of the new volunteer management software, with a launch slated for early spring. Through the new software, we plan to onboard **1,000** volunteers and **70** site coordinators, providing them with a one-stop experience.

## Enhanced Mobile Applications

The applicant tracking system, Taleo, continues to undergo technology modernizations. The Workforce Strategy team was able to partner with BTS to streamline and simplify the recruitment platform for recruiters and managers. The result was a more concise and efficient process for creating and posting job announcements. In addition, technology enhancements have made the Taleo applicant portal compatible with cell phones and tablets. We have seen the payoff at recruitment events where candidates apply for jobs directly on their cell phones or on the tablet we provide.



## Employee Suggestion Award Program

The program was digitized and moved to SharePoint to provide an easier application and approval process for the employee, their supervisor, and the committee members. Suggestion Awards are based on cost-saving (tangible) suggestions and awarded by the Employee Suggestion Award Committee.

**\$3,250** awarded to 3 approved submissions in 2022

## Learning Technology

We implemented Microsoft Bookings, an automated solution, that streamlined **275** Learning Path participants' scheduling. Also, we created a Teams channel for collaboration, connection and community for **20** current participants and **21** alumni of *Boot Camp: Leadership Essentials*.



# Serve and Support Customers



**Provide responsive service to requests by phone and email and use effective communication strategies to keep our customers informed.**

The ability for customers to reach a qualified HR employee and get assistance was our chief priority. Throughout 2022, a structure was in place to measure our customer interactions.

**6,069** calls to HR main line

**6,393** calls to Benefits/Retirement/Wellness line

**956** calls to Cigna line

I was employed by Pinellas County for 30 years and have been retired for almost 20; however, I still know when people are polite and kind. You can be proud of the Benefits team, who assisted me by telephone. I have never been treated so kindly—they helped me in any way they could. I know it isn't easy to help a 90-year-old woman who was about to have a nervous breakdown! They are very special people. - *Retiree*

## Leverage Cigna Representatives

With our new benefits partner Cigna, we introduced the onsite Claims/Customer Service representative, Registered Dietitian, Registered Nurse, and EAP Counselor as part of the agreement to better support our employees. Introductions have been made around the County and these resources were a significant help in managing our transition to the new vendor in 2022.

The EAP Counselor and Wellness/Cigna coaches conducted **18** field visits to address employees' ongoing needs and to advise them how to best use their benefits.

Since I have worked with the Registered Nurse, I've quit tobacco, created healthier eating habits, improved my exercise regimen, and lost 10 pounds. She has been an amazing coach and mentor to work with, providing me with resources and alternative options that best fit my needs. - *Participant in Health Coaching Program*

## Effective and Timely Communication

We ensured that initiatives were well-coordinated and communicated accurately, timely and effectively by utilizing cascading messaging and appropriate change management practices.

- Over **250** email blasts sent to employees and supervisors to help them stay up-to-date and to provide guidance and links to needed resources.
- Introduced robocalls, postcards, table tents, and SharePoint sites as additional communication channels to expand our reach.
- Over **80,000** views of the Human Resources homepage.
- In conjunction with the County Administrator's Communications Department, our team successfully implemented the new, mobile-friendly website, [Pinellas.gov/hr](https://pinellas.gov/hr).
- Communicated important initiatives such as the retention supplement program, general increase, Employee Referral Program, and Annual Enrollment period – to name a few.
- Assisted Supervisor of Elections in recruiting employees to work as poll workers for the Primary and General elections.
- Assisted Emergency Management in promoting emergency preparedness webinars and DAPA.
- Assisted Payroll in electronic W-2 opt in communications.
- The *Pen* newsletter celebrated its 50th anniversary in 2022 with *Now and Then* stories to commemorate this important milestone.

I never miss an edition of the *Pen*. It contains information I feel I need to know as a Pinellas County employee. I know it takes a lot of work to put together by HR staff and I want them to know I appreciate it. - *Survey Participant*

## Classification and Compensation

The Classification & Compensation team fulfilled the following customer requests:

- **390** position maintenance requests with an average turnaround time of one business day.
- **76** requests to modify existing or create new classification specifications.
- Participated in **6** major salary benchmark surveys covering **492** benchmark classifications and **3,401** survey data points.
- **240** compensation analysis requests with an average turnaround time of one business day.
- **66** temporary labor requests with an average turnaround time of one business day.

## Annual Market Study

We collected and analyzed national, regional, and local salary budget increase and pay structure data for the annual market survey. Findings were presented to the Appointing Authorities and led to recommendations for the FY2023 salary increase in the budget and pay structure adjustments.

## Improving Customer Service and Flexibility

Workforce Strategy relocated to the HR Ambassador suite as the first center of excellence in Human Resources to pilot a 'hoteling' office model. Designing a shared office space on the first floor has allowed recruitment and onboarding staff to work collaboratively, creating shared learning opportunities that improve customer service and support while allowing for enhanced employee schedule flexibility.

## Hurricane Ian Response

The HR team was activated in the Emergency Operations Center (EOC) from September 27 - 29 in various roles including ESF-15 (Volunteers and Donations), Policy Group, Employee Emergency Information Line, and Communication Liaison. The team was also able to support the EOC team as needed.

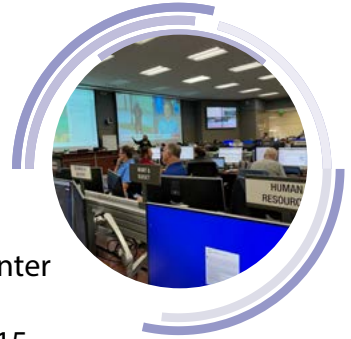
To help employees prepare, we emailed preparedness tips, set up a website, and opened the Employee Emergency Information Line. Additionally, we offered information on the Employee Assistance Program, as well as assisted staff at the EOC and 9-1-1 Regional Center by providing counseling services through our onsite EAP representative.

Ahead of the storm's landfall, we reached out to **59** employees who lived in Hurricane Ian's impact area to ensure their safety and provide EAP resources. All were very appreciative of the call.

## Transparent Financial Processing

Through internal controls surrounding our budget and financial analysis, we returned close to **\$450,000** to the General Fund in 2022.

We collaborated with Finance and our previous medical vendor to validate state reporting for 20 years of unclaimed checks from our prior medical and dental vendors. We researched, reconciled, and reissued checks in the amount of **\$93,419**.



# Employee Data

All data shown is as of December 31, 2022.

Visit the Employee Data page for additional demographic information at [www.pinellas.gov/employee-data](http://www.pinellas.gov/employee-data).

## Job Category

Job Category	Percentage
Professionals	23.1%
Technicians	20.6%
Administrative support (including clerical and sales)	15.5%
Officials and administrators	11.5%
Paraprofessionals	11.2%
Skilled craft workers	9.9%
Protective service workers	4.5%
Service/maintenance	3.6%

The information is based on U.S. Equal Employment Opportunity Commission (EEOC) defined job categories.

## Transactions

# 10,468

Employee change-of-status transactions processed by HR including organizational changes, promotions, new hires, salary changes, retirements, and terminations

## Age and Gender

Age Group	Male	Female	Total
Under 30	162	162	324
30 - 39	357	273	630
40 - 49	374	335	709
50 - 59	493	470	963
60 & Over	254	234	488
Totals	1,640	1,474	3,114
Average Age	47	47	47

## Total Positions

Appointing Authority	Encumbered (Filled) Positions
Business Technology Services	159
Clerk of the Circuit Court	508
County Administrator	1,933
County Attorney	33
County Commissioners	8
Forward Pinellas	17
Human Resources	35
Office of Human Rights	10
Property Appraiser	118
Supervisor of Elections	45
Tax Collector	248
Total	3,114

The list is in alphabetical order by Appointing Authority name. The data does not include elected officials, casual workers, and contingent staff.

## Race/Ethnicity

Race/Ethnicity	UPS 2022	UPS 2021	Pinellas County Census 2020
White (Not Hispanic or Latino)	71.2%	67.5%	73.1%
Black or African American (Not Hispanic or Latino)	14.6%	13.2%	11.1%
Hispanic or Latino	6.4%	5.4%	10.6%
Asian (Not Hispanic or Latino)	2.0%	2.0%	3.7%
American Indian or Alaska Native (Not Hispanic or Latino)	0.3%	0.3%	0.4%
Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	0.1%	0.1%	0.1%
Two or More Races (Not Hispanic or Latino)	1.4%	0.9%	2.4%
Not specified	3.9%	10.7%	Not provided

Pinellas County UPS data based on employee's self-identification. Census data from the [U.S. Census Bureau](#).

## UPS Staff Turnover

Year	UPS-wide Turnover Percentage
2022	17.9%
2021	16.3%
2020	11.7%
2019	13.4%
2018	13.6%
2017	9.3%
2016	10.5%
2015	11.7%

The data includes resignations, terminations, and retirements. According to the [U.S. Bureau of Labor Statistics](#), the average turnover rate for state and local government jobs was 18% in 2021.

### Quick Summary

- The total number of employees was **3,114**.
- The average age is **47**.
- The average employee has more than **10** years of service.
- The majority of jobs are in the professional and technician categories.
- The 2022 turnover rate was **17.9%** which is equivalent to the **18%** national turnover rate for state and local government jobs in 2021.

# Unified Personnel Board and Appointing Authorities

## Unified Personnel Board



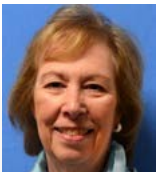
**Joan M. Vecchioli**  
Chair  
Elected Officials  
Appointee



**Dr. Ricardo Davis**  
Vice Chair  
Personnel Board  
Appointee



**Jeffery Kronschnabl**  
Board of County  
Commissioners  
Appointee



**Peggy O'Shea**  
Elected Officials  
Appointee



**Kenneth Peluso**  
Board of County  
Commissioners  
Appointee



**Ralph O. Reid**  
Employees' Advisory  
Council Appointee



**William A. Schulz II**  
Employees' Advisory  
Council Appointee

## Appointing Authorities



**Jeff Rohrs**  
Chief Information Officer  
Business Technology  
Services



**Ken Burke**  
Clerk of the Circuit Court  
and Comptroller



**Barry A. Burton**  
County Administrator



**Jewel White**  
County Attorney



**Whit Blanton**  
Executive Director  
Forward Pinellas



**Kimberly R. Crum**  
Director  
Human Resources



**Jeffery Lorick**  
Director  
Human Rights



**Mike Twitty**  
Property Appraiser



**Julie Marcus**  
Supervisor of  
Elections



**Charles W. Thomas**  
Tax Collector

Pinellas County's Unified Personnel System (UPS) was established in 1975 by a special act of the Florida Legislature. The Unified Personnel Board includes two members appointed by the Board of County Commissioners, two members appointed by the Constitutional Officers of the County, two members appointed by the Employees' Advisory Council (EAC), and one appointed by the other Personnel Board members. The UPS is composed of 10 different members or "Appointing Authorities."

*As of December 31, 2022.*

The Unified Personnel Board listing shows officers (Chair and Vice Chair) first and then members in alphabetical order. The Appointing Authorities are in alphabetical order by organization name.



# Meet the HR Team

## Administration

- **Kimberly R. Crum**, Director
- **Maria Ciro**, Assistant Director
- **Peggy Sellards**, Executive Assistant 3
- **Danielle Holland**, Contracts Administration Coordinator
- **Kelli Hamilton**, Business Support Specialist 2

## Benefits/Retirement/Wellness

- **Kelly Faircloth**, HR Officer
- **Jane Grannis**, Senior HR Consultant
- **Karla Cook**, HR Consultant
- **Natalie Ingham**, HR Analyst
- **Ashley Jackson**, HR Technician
- **Christine Gauger**, HR Technician

## Classification and Compensation

- **Jack Loring**, HR Officer
- **Tywanna McGee**, HR Consultant
- **Jim Beaty**, HR Analyst
- **Judy Breadon**, HR Technician

## Communications and Outreach

*Communications, Volunteer Services, Recognition & Awards*

- **Irena Karolak**, HR Officer
- **Camille Evans**, HR Specialist
- **Breanne O'Leary**, HR Specialist
- **Cantrece Harmon**, HR Technician
- **Sarah Markofski**, Special Projects Assistant

## Organizational & Talent Development

*Leadership Development, Learning Opportunities, Organizational Culture*

- **Audrey Savas**, HR Officer
- **Katie Saywer**, HR Consultant
- **Kat Black**, HR Analyst
- **Kevin Connelly**, HR Analyst
- **Violet Wike**, HR Technician

## Planning & Performance

*Employee Relations, HR Business Partners, Strategic Planning, Performance Management*

- **Jim Valliere**, HR Consultant
- **Maria Roberts**, HR Consultant
- **Missy Kracher**, HR Consultant

## Workforce Strategy and Human Resources Management System (HRMS)

*Employment, Workforce Connections, Employee Onboarding, Employee Records, HR Analytics*

- **Brennan Atwood**, HR Officer
- **Bertha Battle**, HR Consultant
- **Rebecca Geiger**, HR Consultant
- **Noemy Pita**, HR Consultant
- **Gene Fields**, HR Analyst
- **Lauren Smith**, HR Specialist Trainee Underfill

For more information, visit our About Us page at [www.pinellas.gov/about-us-human-resources](http://www.pinellas.gov/about-us-human-resources).

## **Pinellas County Human Resources**

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[www.pinellas.gov/hr](http://www.pinellas.gov/hr)

**Human Resources**  
*Helping U Succeed*

**WORK. GROW. MATTER.**

