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## UNIFIED PERSONNEL BOARD AGENDA

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Date: January 9, 2025

Time: 6:30 p.m.

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

Election of Chair and Vice Chair

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 December 5, 2024

II. New Business

1. Revisions to Personnel Rule 4, Time Off
2. Chief Human Resources Officer Performance Appraisal Recommendations

III. Informational Items

1. Reappointments of the following Personnel Board Members for 2025-2026:
  - a. Jeffery Kronschnabl by the Board of County Commissioners
2. HR Update
3. Action Taken Under Authority Delegated by the Personnel Board

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\* Persons with disabilities who need reasonable accommodations to effectively participate in this meeting are asked to contact Pinellas County's Office of Human Rights by emailing requests to [accommodations@pinellas.gov](mailto: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  
December 5, 2024 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

Ralph O. Reid IV, Vice-Chair  
Jeffery Kronschnabl  
Peggy O'Shea  
Kenneth Peluso  
William Schulz II  
Joan Vecchioli

Not Present

Ricardo Davis, Chair

Others Present

Lisa Arispe, Employees' Advisory Council Representative  
Wade Childress, Chief Human Resources Officer  
Jennifer Monroe Moore, Ogletree, Deakins, et. al., P.C., Board Counsel  
Tammy Burgess, Board Reporter, Deputy Clerk  
Other interested individuals

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

**CALL TO ORDER**

Acting Chair Reid called the meeting to order at 6:30 PM; whereupon, he led the Pledge of Allegiance.

**CITIZENS TO BE HEARD**

No one responded to the acting Chair's call for citizens to be heard.

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

Ms. Arispe provided brief comments regarding upcoming EAC Representative elections and a recent meeting between the EAC and the Appointing Authorities. She elaborated on two of the topics discussed at the meeting, including issues related to shelters during recent storms and changes to Personnel Rule 4; whereupon, Mr. Childress provided additional details regarding changes to the Rule, noting that the topic will be placed on the January 2025 UPB meeting agenda.

Thereupon, Ms. Arispe related that an appeal is scheduled for the March 2025 UPB meeting.

## **CONSENT AGENDA**

### Minutes of the Regular Personnel Board Meeting Held November 7, 2024

Upon acting Chair Reid's request for a motion to approve the Consent Agenda, Mr. Peluso made a motion. The motion was seconded by Ms. Vecchioli and carried unanimously.

## **NEW BUSINESS**

### Human Resources Reclassification Recommendation

Mr. Childress presented a Human Resources (HR) reclassification recommendation pertaining to a part-time Special Projects Assistant position, indicating that it was previously utilized as an assistant position in the HR Department; and that he believes it would be better utilized as a Video Specialist position, noting a tendency for websites with videos to draw more attention, engagement, and utilization. Mr. Childress noted that the Video Specialist position already has a classification and an assigned pay grade since it is being utilized in the Communications Department; whereupon, he related that he is requesting the reclassification of the Special Projects Assistant to a Video Specialist.

Mr. Peluso made a motion for approval. The motion was seconded by Ms. O'Shea and carried unanimously.

## **INFORMATIONAL ITEMS**

### Chief Human Resources Officer (CHRO) Performance Appraisal Update

Mr. Childress provided an update relating to the development of a performance appraisal template for the County's CHRO position, including outsourcing it to CPS HR Consulting;

whereupon, he related that CPS HR Consulting provided a competency-based performance appraisal template that is more appropriate for executive-level positions.

He indicated that he was previously asked to review the County Attorney's performance appraisal; that the aforementioned performance appraisal template for executive-level positions could also be utilized for the County Attorney; that he is currently finalizing minor changes to the template; and that he will present the full details to the Board at its January 2025 meeting.

#### Reappointment of Personnel Board Members for 2025-2026

Acting Chair Reid congratulated Ms. O'Shea and Mr. Schulz for their reappointments to the Board, as well as Mr. Kronschnabl for his anticipated reappointment in a few weeks.

Deviating from the agenda, Ms. Vecchioli congratulated the members who were reappointed and announced that she has informed the Constitutional Officers that she will be resigning from the Board, effective December 31, 2024; whereupon, brief discussion ensued.

Later in the meeting, acting Chair Reid thanked Ms. Vecchioli for her years of service.

#### HR Update


Mr. Childress indicated that an HR Update is included in the agenda packet, which includes HR turnover data in response to previous inquiries by the members; and that it will be reported separately from overall turnover in future HR updates.

Deviating from the agenda, Attorney Moore referenced the appeal scheduled for the March UPB meeting and related that, with the Board's agreement, staff will contact the members to coordinate a significantly earlier start time for the purpose of providing ample time and full due process to the appropriate parties; whereupon, acting Chair Reid indicated that he heard no objections, and a brief discussion ensued regarding potential start times.

### **ADJOURNMENT**

Acting Chair Reid adjourned the meeting at 6:48 PM.

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

FROM: Wade Childress, Chief Human Resources Officer 

DATE: January 9, 2025

SUBJECT: Revisions to Personnel Rule 4, Time Off

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**Recommendation:**

I recommend the changes to Personnel Rule 4: Time Off as described below and found in the attached redline version.

**Background:**

The Employees' Advisory Council requested a change to the schedule for Floating Holidays and Personal Day accruals for new hires. After further review with the Appointing Authorities and their Representatives, additional recommendations were made. Please see changes below as well as highlighted in the attached copy of the Personnel Rule.

Section A. Recognized Holidays, 3. Application, d., to add the text shown in red underline below:

- d. Last day of employment cannot be a recognized holiday unless the holiday is a required work day for the employee.

Section B. Floating Holidays, 1. Eligibility, c., to delete the text shown in yellow strikethrough and add the text shown in red underline below:

- c. New hires into permanent positions will be allowed floating holidays based on their hire date from the beginning of the payroll year:
- Two floating holidays – hire date from beginning of payroll year through ~~April 30~~ March 31
  - One floating holiday – hire date of ~~May~~ April 1 through ~~August 31~~ September 30
  - No floating holidays – hire date of ~~September~~ October 1 through the end of the payroll year

Section B. Floating Holidays, 2. Application, g., to add the text shown in red underline below:

- g. Floating holidays may not be utilized within the final 2 weeks of the resignation notice period.

Section D. Personal Day. 1. Eligibility. a., to delete the text shown in yellow strikethrough and add the text shown in red underline below:

- a. Employees in permanent positions will be allowed two 8-hour personal days in each payroll year, except that Classified employees serving their first year of employment in a permanent position will be allowed a personal day based on their hire date from the beginning of the payroll year:
- Two personal days – hire date from beginning of payroll year through June 30
  - One personal day – hire date from ~~beginning of payroll year through August 31~~ July 1 through November 30
  - No personal days – hire date of ~~September 1~~ December 1 through the end of the payroll year

Section D. Personal Day. 2. Application, g, to add the text shown in red underline below:

- g. Personal days may not be utilized within the final 2 weeks of the resignation notice period.

Attachment:

- Personnel Rule 4 Redline Version



### Rule 4. Time Off

All forms of accumulated or gained leave shall be exhausted prior to the request and use of leave without pay, except as provided in the Pinellas County Family Medical Leave Act Handbook (FMLA Handbook); in a Declared Emergency as provided in Rule 3; or approved by the Appointing Authority.

#### A. Recognized Holidays

Eligible County employees will be allowed holiday leave with pay on the following recognized County holidays:

<b>Holiday</b>	<b>Date(s)</b>
New Year's Day	January 1
Martin Luther King Jr. Holiday	Third Monday in January
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Veterans Day	November 11
Thanksgiving Day	Fourth Thursday in November
Friday after Thanksgiving	Fourth Friday in November
Christmas Day	December 25

If Christmas or New Year's Day falls on Tuesday or Thursday, the preceding Monday or following Friday will also be recognized as a holiday.

If any recognized holiday falls on a Saturday, the preceding Friday will be observed as a holiday and if any recognized holiday falls on a Sunday, the following Monday will be observed as a holiday.

#### 1. Eligibility:

- a. Regular status employees of the Unified Personnel System.
- b. Temporary employees with 30 days or more of continuous service.
- c. For those employees working part-time, holiday pay will be computed according to the ratio that the employee's normally scheduled workweek bears to a 40 hour workweek.
- d. Airport Firefighters and Fire Lieutenants assigned to a work week schedule of 48 hours will earn 14.4 hours for each of the recognized holidays.

#### 2. Exceptions:

For purposes of this rule, non-pay status shall mean an employee who is not receiving any pay or whose only source of pay is Workers' Compensation or short term disability.

- a. Employees in a non-pay status for the entire pay period during which the holiday falls will not be eligible for holiday leave with pay.
- b. Employees receiving Workers' Compensation or short term disability during a week that includes a holiday and who are also in a paid status during that week will have holiday pay prorated pursuant to the rules of those respective benefits.

### 3. Application:

- a. Classified employees who are required to work the calendar holiday, the observed holiday, or both will be compensated for all hours worked on those days at the overtime rate of pay, regardless of the actual number of hours worked in the week and in addition to being compensated for the County observed holiday at the regular rate of pay. At the discretion of the Appointing Authority, compensation may be in cash or as compensatory time.
- b. In the event a recognized holiday is observed while an employee is on leave with pay, the recognized holiday will not be charged against the employee's accumulated leave and the employee will be compensated for the holiday.
- c. Employees whose standard work day is greater than eight hours may add the necessary number of hours from any accumulated leave to bring the total number of hours to that of their standard work day unless doing so causes the number of hours in the workweek to exceed their normally scheduled workweek. These additional hours will be considered scheduled leave. Departments may also offer additional work hours during the week chosen in order to make up the difference if such is deemed in the interest of the department.
- d. Last day of employment cannot be a recognized holiday unless the holiday is a required work day for the employee.

### B. Floating Holidays

Eligible regular status County employees will be allowed floating holidays with pay on dates selected by the employee each payroll year as follows:

#### 1. Eligibility:

- a. After the first year of hire, regular status employees will be allowed two floating holidays with pay.
- b. Employees who have completed 25 years of service will be allowed two additional floating holidays beginning with the next payroll year and each payroll year thereafter.
- c. New hires into permanent positions will be allowed floating holidays based on their hire date from the beginning of the payroll year:
  - Two floating holidays – hire date from beginning of payroll year through ~~April 30~~ March 31
  - One floating holiday – hire date of ~~May~~ April 1 through ~~August 31~~ September 30
  - No floating holidays – hire date of ~~September~~ October 1 through the end of the payroll year
- d. Airport Firefighters and Fire Lieutenants assigned to a 48 hour work week will earn 17.6 hours for each floating holiday.

#### 2. Application:

- a. Floating holidays for employees with a normally scheduled workweek of at least 40 hours are for eight hours pay, and a prorated number of hours for employees with a



workweek of fewer than 40 hours computed according to the ratio that the employee's workweek bears to a 40 hour workweek.

- b. Employees whose standard work day is greater than eight hours may add the necessary number of hours from any accumulated leave to bring the total number of hours to that of their standard work day unless doing so causes the number of hours in the workweek to exceed their normally scheduled workweek. These additional hours will be considered scheduled leave. Departments may also offer additional work hours during the week chosen in order to make up the difference if such is deemed in the interest of the department.
- c. Floating holidays must be scheduled and approved in accordance with the Appointing Authority's established guidelines for scheduled annual leave.
- d. Floating holidays must be used during the payroll year in which they are gained.
- e. Holiday overtime provisions do not apply to floating holidays.
- f. Floating holidays may be taken in two hour increments.
- g. Floating holidays may not be utilized within the final 2 weeks of the resignation notice period.

**C. Annual Leave**

Annual leave is provided for the purpose of vacation, personal business, emergencies, illness, medical and dental appointments, and any other reason an employee cannot be present at work.

**1. Eligibility:**

Annual leave is accumulated in accordance with the following schedule:

**Hours of Annual Leave Earned Per Year According to Years of Service**

<b>Employee Category</b>	<b>1 – 2 Years</b>	<b>3 – 4 Years</b>	<b>5 – 9 Years</b>	<b>10 – 14 Years</b>	<b>15 – 19 Years</b>	<b>20+ Years</b>
Classified Service and Temporary Exempt Service <sup>1 2 3 5</sup>	120	136	160	184	208	232
Airport Firefighters and Airport Fire Lieutenants <sup>4 5</sup>	144	164	192	221	250	279
Exempt Service <sup>2 3 5</sup>	144	160	184	208	232	256

- 1 Excludes temporary Classified employees with less than 30 days of continuous service.
- 2 Partial accumulation of annual leave is authorized for employees who are generally scheduled for less than a 40 hour workweek in a ratio which reflects the direct proportion that the generally scheduled hours bear to a 40 hour workweek.
- 3 No accumulation of annual leave is authorized for any time worked beyond a 40 hour workweek.

- 4 No accumulation of annual leave is authorized for any time worked beyond the 159 hours during the established 21 consecutive work day period.
- 5 A former employee who returns to employment with the County after a break in service of less than 3 years will retain their previous years of service for annual leave time accrual purposes and will earn annual leave accordingly.

## 2. Application:

- a. Up to one year of continuous temporary service immediately preceding appointment to a permanent position will be counted for purposes of seniority in accruing annual leave.
- b. Having annual leave in one's leave bank does not guarantee that requested time off will be approved. Managers and supervisors may deny an employee's request for time off for business reasons.
- c. Except as provided within the FMLA Handbook or during a Declared Emergency, all annual leave must be expended prior to the use of leave without pay.
- d. Annual leave is not earned when an employee is in a non-pay status.
- e. There is no limitation on the number of annual leave hours which may be accrued.
- f. Advance payment for annual leave is prohibited.
- g. Annual leave must be scheduled in advance according to the Appointing Authority's requirements. Leave not requested and approved in accordance with such requirements will be considered unscheduled and may result in disciplinary action.
- h. When an employee is transferred within the Unified Personnel System the employee's accumulated annual leave will also be transferred and such leave, when taken, will be chargeable to the department to which the transfer was made.
- i. Annual leave will not be earned when used in conjunction with a resignation, retirement or other separation from service.
- j. Payment for annual leave will be made on the regular pay date at the employee's applicable rate of pay when used.
- k. Upon separation, employees shall receive lump sum payment for all unused annual leave up to a maximum of three times the employee's annual leave accrual rate. Such payment shall be made at the employee's regular rate of pay at the time of separation. Payment for such leave shall be made in accordance with the Florida Statutes.

## D. Personal Day

### 1. Eligibility:

- a. Employees in permanent positions will be allowed two 8-hour personal days in each payroll year, except that Classified employees serving their first year of employment in a permanent position will be allowed a personal day based on their hire date from the beginning of the payroll year:
  - Two personal days – hire date from beginning of payroll year through June 30
  - One personal day – hire date from ~~beginning of payroll year through August 31~~ July 1 through November 30

- No personal days – hire date of **September 1** **December 1** through the end of the payroll year

## 2. Application:

- The personal day is for eight hours pay for employees with a generally scheduled workweek of at least 40 hours and a prorated number of hours for employees with a workweek of fewer than 40 hours computed according to the ratio that the employee's workweek bears to a 40 hour workweek.
- Employees whose standard work day is greater than eight hours may add the necessary number of hours from any accumulated leave to bring the total number of hours to that of their standard work day unless doing so causes the number of hours in the workweek to exceed their generally scheduled workweek. These additional hours will be considered scheduled leave. Departments may also offer additional work hours during the week chosen in order to make up the difference if such is deemed in the interest of the department.
- The personal day may be used in four hour increments.
- Employees must notify their supervisor of their intent to use the personal day as soon as practicable. The personal day will not be considered when evaluating the employee's attendance.
- If taken on an In-Service or other mandatory training day(s) or immediately before or after a recognized holiday, the personal day must be scheduled and approved in advance in accordance with department requirements for other scheduled leave or will be considered unscheduled.
- The personal day must be used in the payroll year in which it is gained.
- Personal days may not be utilized within the final 2 weeks of the resignation notice period.

## E. Funeral Leave

Eligible employees may be granted three days leave of absence with pay in the event of the death of any person residing in the employee's household or any member of the employee's immediate family.

### 1. Eligibility:

Employees in a permanent position including those in a probationary status.

### 2. Application:

- Immediate family shall mean spouse, child, parent, sister, brother, father-in-law, mother-in-law, brother-in-law, sister-in-law, son-in-law, daughter-in-law, stepfather, stepmother, stepchildren, grandparents, grandparent-in-law or grandchildren of the employee.
- At the discretion of the Appointing Authority, additional time may be granted as scheduled leave. The time will be chargeable to any accumulated leave the employee has, or if the employee has no accumulated leave, to leave without pay.

## F. Jury Duty and Witness Duty

Leave of absence with pay will be granted to an employee to perform jury duty or testify as a witness when legally required unless the employee is the plaintiff or defendant. Presentation of a summons or subpoena to appear in court is required before such leave is granted.

### **G. Injury**

An employee who has sustained a compensable workers' compensation injury, has not reached maximum medical improvement (MMI) and has returned to work but whose injury necessitates that palliative or remedial care from their authorized physician be continued will be allowed reasonable leave with pay of up to 10 hours per pay period for treatment and travel to and from the authorized physician. Payment for absences beyond a total of 10 hours per pay period will be offset by the use of any accumulated leave.

### **H. Other Leave of Absence With Pay**

Upon approval of the Appointing Authority, other leaves of absence with pay may be allowed if such leave is deemed to be in the best interests of the organization.

### **I. Other Leave of Absence Without Pay**

Upon request of an employee, an Appointing Authority may grant a leave of absence without pay for any reason deemed to be in the best interest of the organization and may require presentation of appropriate documentation in support of such request.

### **J. Military Training/Duty**

Leave of absence for military training and duty will be granted in accordance with Florida and Federal law.

### **K. Unauthorized Absence**

Unauthorized absences from work for a period of three consecutive working days may be considered as the employee's voluntary resignation by the Appointing Authority.

## **A Strategic Shift in Executive Leadership Evaluation: Moving to a Competency-Based Review with Pass/Fail Rating**

### **Executive Summary**

This paper proposes a strategic shift in how Pinellas County evaluates its executive leaders, transitioning from a tactical, process-oriented performance review model currently used for the Chief Human Resources Officer (CHRO) to a comprehensive, competency-based evaluation for all executive leaders. This new model emphasizes leadership competencies critical to the county's long-term success and utilizes a pass/fail rating system to ensure accountability and foster continuous improvement. By aligning executive evaluations with strategic priorities, this approach promotes high-performing leadership across departments and ensures the county is equipped to meet evolving challenges.

### **Introduction**

Pinellas County's current CHRO performance review is largely tactical, focusing on operational outcomes and department-specific achievements. While effective for measuring short-term goals, this model does not fully capture the broader strategic leadership competencies required of executive leaders. As the county moves forward in an increasingly complex and fast-paced environment, there is a need to reevaluate how we assess our leadership team's impact.

This paper outlines the benefits of shifting to a competency-based evaluation system for all executive leaders. Such a system would align leadership performance assessments with the county's long-term goals and promote leadership consistency across departments. Additionally, adopting a pass/fail rating system ensures a clear and actionable approach to addressing leadership performance gaps.

### **Current HR Leader Performance Review Model: A Tactical Approach**

The existing performance evaluation for the HR Leader, as outlined by the Unified Personnel Board, focuses on tactical achievements related to the daily operations of the HR Department. This includes objectives such as strategic budget management, employee development, and workforce planning. While these are important responsibilities, the review process largely emphasizes transactional metrics rather than the CHRO's overall strategic leadership.

Feedback collected through this evaluation process is often subjective and anecdotal, centered around specific departmental outcomes rather than broader leadership competencies. This tactical focus, while effective for

operational oversight, misses an opportunity to assess the leader's role as a strategic leader who drives innovation, collaboration, and organizational change.

### **Proposed Shift: Competency-Based Executive Leadership Evaluation**

To address the limitations of the current model, we propose a shift to a competency-based executive leadership evaluation process for all executive leaders, including the CHRO. This new model emphasizes the following key leadership competencies, as outlined in the proposed evaluation framework.

- **Strategic Vision and Planning:** Ability to develop and implement long-term strategies that align with organizational goals.
- **Decision-Making and Judgment:** Capacity to make informed, timely decisions that consider risks and long-term implications.
- **Change Management:** Effectiveness in leading organizational change and minimizing disruption.
- **Influence and Collaboration:** Ability to foster strong relationships and drive collaborative efforts across departments.
- **Employee Development and Coaching:** Commitment to mentoring staff and promoting professional growth.
- **Ethical Leadership:** Consistent demonstration of integrity and ethical decision-making.
- **Communication and Interpersonal Skills:** Clarity in communication and ability to foster transparent dialogue.
- **Results Orientation:** Drive to meet or exceed performance goals.
- **Innovation and Problem-Solving:** Capacity to address complex challenges with creative solutions.
- **Resilience and Adaptability:** Ability to remain effective under pressure and adapt to changing circumstances.

### **Competency-Based Evaluation: Benefits to the Organization**

- **Alignment with Strategic Goals:** A competency-based evaluation allows us to assess leadership performance through the lens of strategic impact, ensuring that all executive leaders are aligned with the county's broader objectives. This shift focuses on long-term vision, decision-making, and leadership impact rather than narrow tactical outcomes.

- Holistic Leadership Development:** By evaluating leaders across a range of critical competencies, the new model fosters continuous improvement and encourages leaders to grow in areas that may have been previously overlooked. For example, competencies like innovation and adaptability are essential in today's rapidly changing environment yet are not fully captured in the current evaluation process.
- Improved Accountability with Pass/Fail Rating System:** The introduction of a pass/fail rating system ensures that leaders are held accountable for meeting or exceeding expectations in all critical areas. A pass indicates that the leader meets the necessary standards, while a failure prompts immediate corrective action, such as a performance improvement plan and coaching. This clear and decisive rating mechanism ensures that leadership performance is consistently aligned with organizational priorities.
- Objective and Strategic Feedback:** The competency-based model simplifies the feedback process by focusing on specific leadership behaviors and outcomes that directly tie to the organization's goals. Stakeholders can provide targeted feedback on areas like strategic vision, ethical leadership, and results orientation, offering a more objective and strategic assessment of leadership performance.
- Consistency Across Executive Leadership:** Implementing a standardized competency-based review for all executive leaders ensures consistency in leadership expectations across the county. This promotes a unified leadership culture where all departments are held to the same high standards of strategic performance and accountability.

### Comparative Analysis: Current Model vs. Competency-Based Approach

Aspect	Current HR Leader Review	Proposed Competency-Based
Focus	Tactical, department specific outcomes	Strategic leadership competencies
Feedback Type	Subjective, anecdotal	Objective, competency-driven
Scope	Departmental performance	Organizational impact and leadership effectiveness
Rating System	Narrative feedback	Pass/Fail with corrective action for failing competencies
Consistency Across Leaders	Inconsistent across executive roles	Standardized for all executive leaders
Development Focus	Specific, isolated improvements	Holistic, continuous leadership development

## **Conclusion: A Strategic Leadership Framework for the Future**

To maintain our commitment to effective governance and high standards of leadership, it is essential that we evolve our executive leadership evaluation process. The current tactical focus, while useful for short-term departmental oversight, does not sufficiently capture the broader strategic responsibilities that our executive leaders must shoulder.

By shifting to a competency-based evaluation with a pass/fail rating system, we will align leadership performance assessments with the county's long-term goals, promote leadership consistency, and ensure accountability across all levels of executive leadership. This transition will better position our leaders to navigate the complexities of modern governance, foster innovation, and drive continuous organizational improvement.

### **Next Steps**

- Approval from the Personnel Board to implement the new competency-based evaluation model.
- Develop and distribute detailed guidelines for the pass/fail rating process.
- Conduct training for executive leaders and stakeholders on the new evaluation framework.

By making this strategic shift, Pinellas County will ensure that its leadership remains effective, accountable, and equipped to meet the evolving challenges of the future.

### **Appendices**

- Appendix A: Proposed Executive Leadership Competency Framework and sample Pass/Fail Rating System Overview
  - Appendix B: Sample memo to evaluation participants
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## Executive Leadership Core Competencies Evaluation

The Executive Leadership performance evaluation focuses on assessing key leadership competencies that are critical to the success of each department and the organization. This evaluation process ensures that all executive leaders align with the organization's strategic goals, fosters accountability, and identifies opportunities for growth and development.

By evaluating performance across essential competencies, the process supports continuous improvement and ensures that the executive leaders remain equipped to meet the evolving needs of the organization. If performance gaps are identified, immediate corrective actions will be implemented to address any areas of concern.

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### Core Executive Leadership Competencies for Evaluation:

**1. Strategic Vision and Planning** - The ability to set a long-term vision for the departments and develop strategic plans that align with the broader goals of the organization.

- Demonstrates foresight in identifying future trends, develops comprehensive plans to achieve long-term objectives, and aligns team efforts with organizational priorities.

**2. Decision-Making and Judgment** - The capacity to make well-informed, timely, and impactful decisions that consider various factors and implications.

- Analyzes complex information, weighs potential risks and benefits, and makes decisions that are in the best interest of the organization.

**3. Change Management** - The ability to lead and manage organizational change, ensuring smooth transitions and minimal disruption.

- Effectively communicates the need for change, engages stakeholders in the change process, and implements change initiatives that drive the organization forward.

**4. Influence and Collaboration** - The ability to build strong relationships and influence others to achieve common goals.

- Cultivates trust and respect among team members and stakeholders, negotiates effectively, and fosters a collaborative work environment.

**5. Employee Development and Coaching** - The skill to mentor and develop employees, helping them to grow and achieve their full potential.

- Provides constructive feedback, identifies opportunities for professional growth, and invests in the development of future leaders within the organization.

**6. Ethical Leadership** - The ability to act with integrity, fairness, and accountability in all aspects of leadership.

- Demonstrates a strong ethical compass, makes decisions that are in line with organizational values, and sets a positive example for others.

**7. Communication and Interpersonal Skills** - The capacity to communicate effectively across various levels of the organization, ensuring clarity and understanding.

- Clearly articulates ideas, actively listens, and fosters open and transparent communication channels.

**8. Results Orientation** - The drive to achieve high levels of performance and deliver tangible results.

- Sets ambitious goals, monitors progress and ensures that the team meets or exceeds objectives.

**9. Innovation and Problem-Solving** - The ability to think creatively and find effective solutions to complex challenges.

- Encourages innovation, tackles problems with a solution-oriented mindset, and implements new approaches that enhance organizational performance.

**10. Resilience and Adaptability** - The capacity to remain effective under pressure and adapt to changing circumstances.

- Maintains composure in challenging situations, adjusts strategies as needed, and demonstrates persistence in achieving goals.

**11. Comment section** – To document the next year’s priorities for the CHRO from the perspective of the reviewer.

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## **Competency-Based Pass/Fail Rating System:**

Each competency will be evaluated using a Pass/Fail system, where a “Pass” means the executive leader meets or exceeds expectations, and a “Fail” indicates underperformance in critical areas, requiring immediate corrective action.

An executive leader must "Pass" all critical competencies to maintain their role; a "Fail" in any critical competency signifies underperformance that necessitates immediate intervention.

- Pass: Meets or exceeds the performance standards for the competency.
- Fail: Does not meet the performance standards, requiring immediate action or improvement.

A Fail in any critical competency triggers the need for corrective measures, such as performance improvement plans or further development.

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## **Behavioral Indicators for Each Competency:**

Here's how each competency will be assessed based on the behaviors outlined in the document:

### **1. Strategic Vision and Planning**

- Pass: Sets a clear long-term vision, aligns strategic plans with the organization's goals, and identifies future trends effectively.
- Fail: Fails to set a direction, lacks vision, or misaligns department goals with organizational priorities.

### **2. Decision-Making and Judgment**

- Pass: Makes timely, well-informed decisions that balance risks and benefits.
- Fail: Consistently delays decisions or makes poor choices that fail to consider risks.

### **3. Change Management**

- Pass: Leads organizational change with clear communication and minimal disruption.
- Fail: Struggles to manage or communicate change, leading to confusion.

### **4. Influence and Collaboration**

- Pass: Builds strong relationships and promotes collaboration effectively.
- Fail: Lacks influence or fails to promote team collaboration.

### **5. Employee Development and Coaching**

- a. Pass: Actively mentors staff and promotes professional growth.

- b. Fail: Neglects employee development or provides minimal feedback.

#### **6. Ethical Leadership**

- Pass: Acts with integrity and sets a strong ethical example.
- Fail: Engages in unethical behavior or fails to uphold integrity.

#### **7. Communication and Interpersonal Skills**

- Pass: Communicates clearly and fosters open dialogue.
- Fail: Fails to communicate effectively, causing misunderstandings.

#### **8. Results Orientation**

- Pass: Consistently meets or exceeds goals and holds the team accountable.
- Fail: Struggles to meet objectives or set measurable goals.

#### **9. Innovation and Problem-Solving**

- Pass: Encourages creative thinking and implements effective solutions.
- Fail: Lacks innovation or fails to solve complex challenges.

#### **10. Resilience and Adaptability**

- Pass: Remains composed under pressure and adapts to changes effectively.
- Fail: Struggles under pressure or resists adapting to changes.

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### **Review Process:**

#### **1. Self-Assessment:**

The executive leader completes a self-assessment, reflecting on their performance across each competency.

#### **2. Appointing Authorities:**

Each Appointing Authority completes an assessment based on the same competencies, rating each as "Pass" or "Fail," and citing any examples for their evaluation.

#### **3. Employees' Advisory Council (EAC):**

The EAC will jointly complete an assessment based on the same competencies, rating each as "Pass" or "Fail," and citing any examples for their evaluation. The EAC will only submit a single assessment.

**4. Unified Personnel Board (UPB):**

The UPB will review the assessments created (1.-3. Above) and will jointly discuss the CHRO performance with the CHRO at a UPB meeting. At the conclusion of the discussion, the UPB will designate the final rating for the CHRO as either Pass or Fail.

**5. Performance Improvement Plan/Discussion (If needed):**

If the executive leader receives a Fail in any competency, a formal performance improvement plan (PIP) or discussion will be initiated to address the areas needing development.

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**Accountability and Outcome:**

- Executive Leaders must achieve a Pass in all competencies to continue in their role.
- A Fail in any area will trigger immediate corrective actions, such as professional development plans or, if necessary, performance-based consequences (e.g., demotion or removal from the role).

This performance evaluation program emphasizes accountability across all critical leadership competencies, ensuring that all Executives Leaders performance aligns with organizational goals and expectations while fostering growth and development.

**Memorandum**

**To:**

Appointing Authorities  
Employees' Advisory Council

**From:**

Unified Personnel Board

**Date:**

XXX

**Subject:** Strategic Feedback for the Evaluation of Chief Human Resources Officer

As part of the Unified Personnel Board's commitment to maintaining high standards of leadership within Pinellas County, we are seeking your strategic input on the performance of the Chief Human Resources Officer (CHRO). Your feedback is critical to ensuring that the CHRO's leadership is aligned with the county's long-term objectives and effectively addresses the diverse needs of our stakeholders.

Please review the attached key leadership competencies for the CHRO, which have been adopted by the Board to reflect the strategic priorities of the county. We recognize that the priorities and needs of each Appointing Authority, Constitutional Officer, and Employee Advisory Council may vary, so we ask that you tailor your feedback to your specific strategic areas of importance.

This evaluation focuses on the following core executive leadership competencies:

1. Strategic Vision and Planning
2. Decision-Making and Judgment
3. Change Management
4. Influence and Collaboration
5. Employee Development and Coaching
6. Ethical Leadership
7. Communication and Interpersonal Skills
8. Results Orientation

## 9. Innovation and Problem-Solving

## 10. Resilience and Adaptability

Each competency will be assessed on a Pass/Fail rating system. A "Pass" indicates the executive leader meets or exceeds performance standards, while a "Fail" identifies areas requiring immediate corrective action. Your feedback should include objective examples of both the CHRO's successes and areas for improvement within these competencies.

### Feedback Collection Process:

- You will receive an evaluation form for completion.
- Interview Participation: Selected stakeholders may be invited to participate in one-on-one interviews to provide more in-depth feedback. These interviews will explore specific areas of the executive leader's strategic impact, including leadership, collaboration, and adaptability.
- Document Review: As part of this process, we will review key strategic documents and metrics to ensure a comprehensive evaluation.

### Feedback Focus Areas:

- Discuss specific areas where the CHRO has demonstrated exceptional strategic leadership during this evaluation period, providing examples where possible.
- Highlight areas where there is room for strategic improvement in the CHRO's performance, including examples and suggestions for development in the next evaluation period.
- Provide input on the CHRO's overall impact on the county's strategic success, noting significant contributions or areas needing further development.

Your feedback is essential to ensure the CHRO's leadership remains aligned with the county's strategic goals and the evolving needs of the organization.

Thank you for your thoughtful and strategic input, which will help us to foster continuous improvement and the sustained success of Pinellas County.

cc:

Unified Personnel Board

Jennifer Monrose Moore, Board Counsel

Chief Human Resources Officer



## HR Update for January (December 2024 Updates)

### Benefits & Wellness

- Benefits and Communications teams have been working on informing employees of the upcoming changes with the medical plan administrator to ensure a smooth transition from Cigna to UMR, a UnitedHealthcare company.

### Learning & Development

- Learning & Development Director recruitment is underway. We are currently interviewing three candidates and expect to make a final decision by the end of January.
- The Certified Public Manager (CPM) program continues with Level 3 (Management of Organizational Performance) and Level 6 (Systems Focus).
- Directors selected 28 participants to begin CPM in 2025.
- New courses for 2025 developed including: Power of a Positive Attitude, S.M.A.R.T. Goal Setting & Performance Management, Taking Flight with DISC, and Microsoft Outlook New Version.

### HR Business Partners & Employee Relations

- HR Business Partners and Benefits team continue to provide HR Roadshow onsite presentations to explain benefits and services available to employees. Four roadshows were held in November.
- Assisted with EAC Representative election.

### HR Operations & Recruitment (HRIS / Classification & Compensation / Contracts, Budget & Logistics)

- Human Resources in partnership with departments across the County are hosting a Countywide Job Fair on January 24, from 1 to 4 p.m. at Florida Botanical Gardens (Magnolia Room) in Largo.
- The time to fill in November was 60.2 days.
  - 13 new hires in November.
  - 24 promotions occurred in November.
- Year-to-date annualized turnover was 14.7% with 30 separations in November. Rolling 12-month turnover is 14.5%.
  - 7 terminations
  - 4 retirements
  - 19 resignations
- Human Resources rolling 12-month turnover is 15.2% as of November 30, 2024.





**Chief Human Resources Officer  
Action Taken Under Authority Delegated by the Unified Personnel Board**

The Chief Human Resources Officer, having been granted delegated authority to act on behalf of the Unified Personnel Board, has taken the following actions from **December 2, 2024 through January 3, 2025**.

**REVISIONS**

<b>Spec No.</b>	<b>Title</b>	<b>PG</b>
11312	Administrative Support Specialist 1	C19
18448	Clerk's Reporting Support Specialist 1	C18
18450	Clerk's Reporting Support Specialist 2	C20
18630	Desktop Publishing Technician	C20
18640	Printing Equipment Operator 1	C15
18650	Printing Equipment Operator 2	C17
18662	Customer Information Center Specialist 1	C16
18664	Customer Information Center Specialist 2	C17
18684	Court Registry Specialist	C18
18690	Records Specialist 1	C13
18694	Records Specialist 2	C14
18700	Records Specialist, Senior	C18
18712	Probate Audit Specialist	C17
18730	Court Clerk 1	C18
18738	Court Clerk 2	C20
18752	Court Evidence Specialist	C16
18784	Jury Coordinator	C18

**REVISION & TITLE CHANGE**

<b>Spec No.</b>	<b>Old Title</b>	<b>New Title</b>	<b>PG</b>
18504	Mail Courier 1	CCC Mail Courier	C13
18510	Mail Clerk	CCC Mail Clerk	C13
18720	Fiscal Records Specialist	Clerk Customer Service Specialist	C16

**PAY GRADE CHANGE**

<b>Spec No.</b>	<b>Title</b>	<b>Old PG</b>	<b>New PG</b>
18660	Printshop Production Supervisor	C22	C23
18520	Mail Services Supervisor	C22	C23

**DELETION**

<b>Spec No.</b>	<b>Title</b>	<b>PG</b>
18710	Records Specialist Supervisor	C22
18742	Court Clerk Supervisor	C23

**ADDITION**

<b>Spec No.</b>	<b>Title</b>	<b>EEO4 Code</b>	<b>OT Code</b>	<b>PG</b>
19500	Clerk Supervisor	Officials&Admin	Classified/Excluded	C23