



# 2025 Annual Report

Pinellas County Human Resources

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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 unified 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.

### **COLLABORATIVE**

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 Chief Human Resources Officer



This Annual Report articulates the strategic initiatives our team has undertaken in 2025, outlining a clear pathway forward as illustrated in each of our 5 focus areas. The leadership team within Human Resources has actively engaged employees, supervisors, and Appointing Authorities to gain a deeper understanding of their needs and to identify how HR can best serve our stakeholders. This collaborative approach has been vital in enhancing our services, meeting demands, and aligning our programs with industry standards. We have made notable progress in the following 5 areas:

- » Strengthening relationships to facilitate impactful changes, including enhanced communication support and tailored compensation analysis.
- » Advancing our team's competencies through targeted training and ongoing engagement events.
- » Improving the benefits experience for employees and retirees by introducing new offerings.
- » Meeting our customers where they are through roadshows, training opportunities, and aligned services.
- » Initiating Enterprise Resource Planning (ERP) implementation plans aimed at unifying processes across multiple platforms.

While 2025 has been a year focused on enhancing our services and actively listening to our stakeholders, we look forward to 2026 as a transformative year. We anticipate that the diligent efforts of our team will culminate in the successful introduction of the ERP platform and numerous exciting benefits offerings developed through a meticulous RFP process. Our Learning & Development team is poised to provide more tailored, consultative support and improve responsiveness to department-specific needs.

This report not only showcases our team's capabilities in generating and executing innovative ideas but also outlines our strategic vision for the future. Through strong partnerships with the Appointing Authorities, the Employees' Advisory Council, and other leaders, we remain committed to finding effective ways to enhance our services and programs for our employees and retirees. I take pride in the HR team's dedication and openness to change, as well as the innovative approaches designed to streamline processes and enrich the employee experience. I am deeply grateful for the ongoing collaboration with the Appointing Authorities, the Employees' Advisory Council, and the Unified Personnel Board.

Wade Childress  
Chief Human Resources Officer

# Unified Personnel System At-a-Glance

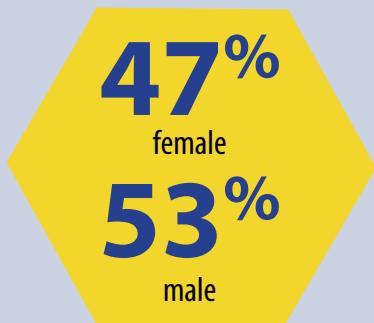
## Recruitment



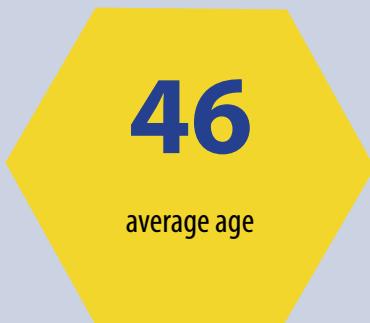
## New Hires



## Gender



## Age



## Tenure



Calendar year figures, as of 12/31/25.

# Unified Personnel System At-a-Glance

## Workforce

**3,230**

total employees

## Promotion

**373**

or 11.6% of  
employees  
promoted

## Turnover

**13.2%**

turnover rate  
in 2025

## Learning & Development

**1 in 3**

leaders received  
development training

**78%**

of learning delivered on  
demand

**28,170**

hours of eLearning  
completed

**7,875**

instructor-led and virtual  
learning hours

**75%**

reduction in wait time  
for course availability

# Strengthen Relationships



## Strengthen relationships with the Unified Personnel Board, Appointing Authorities, and Employees' Advisory Council (EAC).

### Meeting Employees' Needs

To meet our employees' needs, HR Business Partners and Benefits team members conducted "roadshows" and job shadowing at many departments including Utilities Laboratory, Meter Shop, Construction & Property Management, Safety & Emergency Services, Construction/Road & Paving, and Survey & Mapping. The team also attended and participated in the Clerk's Office's In-Service Day with presentations from the Learning & Development and Benefits teams.

HR Business Partners, the Benefits team, and the County Attorney's Office hosted Family and Medical Leave Act (FMLA)/Americans with Disabilities Act (ADA) sessions for **270** supervisors to support them in navigating the complexities for their employees.

*I just wanted to send the Employee Relations team a huge thank you for your partnership over the past few weeks. We have appreciated you so much, and I have truly felt supported throughout the entire process with both issues. — **Karen Yatchum, Human Services Director***

HR's Classification & Compensation team continued to observe employees in action, job shadowing in many fields including Utilities Water Quality, Animal Services, Parks & Conservation Resources, and Safety & Emergency Services. These visits allow us to ensure that the work being done is described accurately and compensated fairly, while also building relationships with the customers we serve.

The Classification & Compensation team also participated in the Clerk's Office's Career Development Committee. After a series of more than a dozen workshops with supervisors, the committee launched a new career path and career ladder policy and implemented revisions to the criteria to align with their performance competencies.

HR Business Partners in partnership with the Clerk's Office conducted focus groups with Accounts Payable staff to address 2023 Employee Voice Survey findings and helped develop action plans which resulted in a significant increase to their 2025 survey results.



*An HR Business Partner takes her services to the highest level during her visit at Public Works.*

### Strengthening Relationships with Appointing Authorities

This year, we conducted the biannual Employee Voice Survey, with **66%** participation. Along with coordinated communications efforts, HR also took an active role in analysis and action planning. HR Business Partners began working with department directors to help identify specific needs and opportunities for improvement. This ensures that all Appointing Authorities are aligned in bettering the workforce environment.

### Strengthening HR and EAC Relations

We continue to view the Employees' Advisory Council (EAC) as a valuable contributor in any amendments to Personnel Rules or other impacts to our employees.

We worked closely with the EAC Chair to make changes to EAC Representative groups and assisted with EAC elections. In collaboration with the EAC, we refreshed several policies to more accurately reflect our workforce priorities.

# Strengthen Relationships



## Strengthen relationships with the Unified Personnel Board, Appointing Authorities, and Employees' Advisory Council (EAC).

### Partnering to Enhance Communications

The Employee Communications team developed News for You table tents and flyers so we can better communicate important HR initiatives to employees who have limited access to email and digital communications.

In 2025, the Human Resources homepage received over **42,000** views.

Employee Communications has partnered with many departments across the County to assist with their communications efforts:

- » Assisted Business Technology Services (BTS) with the introduction of Keeper, the County's new password management solution designed to enhance our cybersecurity.
- » Worked with the Bike Drive Committee to promote the collection of funds to purchase bicycles for children of families in need.
- » Worked with the County Attorney's Office on Open Carry Law information for all employees.
- » Developed a webpage to inform employees of the recent legislation allowing employees to claim a federal income tax deduction for a portion of their qualified overtime earnings for tax years 2025 through 2028.
- » In partnership with Payroll and Workforce Relations, we developed a detailed webpage for disaster timecard coding instructions and an FAQs webpage.



### Looking Forward

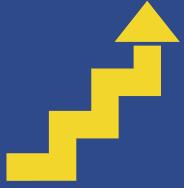
#### *Goals for Strengthening Relationships*

- » Lead change management communications for the new ERP platform and new campus transitions to guide employees through organizational changes by providing clear, consistent, and transparent information.
- » Frequently conduct onsite position reviews to accurately evaluate and capture the duties of individual jobs.
- » Create meaningful partnerships with colleges to expand our internship program.
- » Establish a mentorship program pairing experienced leaders with emerging leaders to foster knowledge transfer and leadership skills development.
- » Conduct workshops focused on personal development plans, encouraging employees to set and achieve personal and professional goals.
- » Serve as liaisons between hiring managers and applicants, promoting transparent, two-way communication throughout the hiring lifecycle.
- » Implement regular touchpoints with hiring managers to reinforce collaboration, provide timely updates, and address evolving workforce needs.

*Thank you for your continuous support of the Holiday Bike Drive. Your input was foundational to this year's success — from using the right language, to setting timelines to allow an "invisible" buffer for late donations to Bike Drive Coordinators.*

**— James McDermott, Construction & Property Management**

# Increase Competencies & Connections



Increase the Human Resources team's competencies and nurture a positive environment that optimizes job satisfaction, performance, and customer service.

## Creating Connections

- » Hosted Bring Your Child to Work Day for HR employees and their children, featuring a variety of engaging activities throughout the day.
- » Held an In-Service Training Day for team members which encompassed team-building activities, a luncheon, and a beach cleanup.
- » Several team members took part in the Great American Teach-In.
- » HR's Connections Committee hosted 5 events in 2025 including a bake off, potluck lunch and bingo, s'mores treats, bowling, and ornament crafting. They also maintained an interactive monthly display.
- » Staff collected gifts for 2 families in partnership with Human Services' Family Housing Assistance Program and participated in the County's annual Employee Bike Drive.

*Your generosity meant more to us than words can express! Our holidays were filled with joy because of you, it brought relief and smiles during a time it was deeply needed. Thank you! — Family recipient*



*Gifts that HR staff collected for 2 families in partnership with Human Services' Family Housing Assistance Program.*



*Staff at In-Service Day, which included a painting activity and beach clean up.*

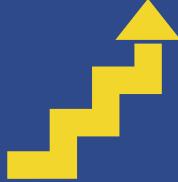


*Staff at the Connections Committee's after-hours bowling event.*



*Staff with their hand-crafted ornaments at the Connections Committee's holiday event.*

# Increase Competencies & Connections



Increase the Human Resources team's competencies and nurture a positive environment that optimizes job satisfaction, performance, and customer service.

## Redesigning the Learning Experience

In 2025, Learning & Development focused on strengthening the foundation for long-term workforce and leadership growth. Building on the momentum from 2024, the year was dedicated to listening to employees and leaders, using data to guide decisions, and creating a more intentional, aligned learning ecosystem.

Learning & Development engaged employees, supervisors, and Appointing Authorities to better understand the skills, capabilities, and support needed to succeed now and in the future. Insights gathered through feedback, participation trends, and performance data are guiding updates to course offerings, learning pathways, and leadership development strategies.

A focus in 2025 was redesigning learning experiences to make them more practical, relevant, and aligned with organizational priorities. This involves reviewing existing courses, expanding role-based and skills-focused learning, and enhancing access to learning through *MyLearning*.

## Increasing HR Competencies

The Recruitment team further strengthened their expertise through advanced professional upskilling with AIRS, a leading industry provider of sourcing education. Following completion of the Professional Recruitment Course, **75%** of the team achieved PRC certification, reinforcing and expanding the team's capacity to support evolving and complex talent needs.

HR Business Partners obtained mediation certifications, which resulted in completing **4** successful employee mediations.

HR team members worked on Lean Six Sigma certification, with **28** participants in Yellow Belt, **7** participants in DMAIC and **7** participants in Project Management.



## Looking Forward

### *Goals for Increasing Competencies*

- » Create a comprehensive leadership development framework and a formal mentorship program, both set to launch in 2026. These initiatives are being thoughtfully developed to ensure they are scalable, inclusive, and responsive to the diverse needs of the County workforce.
- » Support managers and departments by creating and adapting classifications to be reflective of the various position descriptions.
- » Expand the use of career paths to provide employee career development and develop customized learning paths for employees based on their roles and career aspirations, utilizing online platforms and in-person training sessions.
- » Continue to focus on a proactive recruitment approach, positioning recruiters as strategic partners to hiring managers.
- » Optimize communication channels. Regularly audit and refine the mix of communication tools to maximize impact and offer appropriate training opportunities.

*Thank you for bringing Lean Six Sigma training to Pinellas County and for giving us the opportunity to participate. I truly appreciate the investment in our development and the tools that help me think more strategically, improve processes, and drive meaningful results. — LeahRae Rusu, Learning & Development Consultant*

# Improve Benefits Experience



**Implement a culture of innovation to continually improve the benefits experience for employees and retirees at a reasonable cost to the County.**

We prioritize the optimization of our benefits offerings to align with our strategic goals. Collaborating with our stakeholders, we are developing a comprehensive benefits package designed to attract, support, and retain top talent. We are working to ensure that our approach includes cost-saving measures that maintain the quality of care we provide to our employees.

## Enhancing Benefits Based on Feedback

Our Benefits team has been working hard to deliver a “best in class” employee experience through recent plan enhancements, including:

- » Our employees and their adult dependents on the County’s medical plan now have access to the Type 2 Diabetes Improvement Program by Level2 Specialty Care at no cost. If eligible, they will receive a free continuous glucose monitor, access to an expert care team, and a dedicated app with resources.
- » Effective January 1, 2026, Reliance Matrix is our new administrator for Family and Medical Leave Act (FMLA) and disability. An RFP process took place in 2025 and Reliance Matrix emerged as the top choice, with the ability to enhance the employee experience, streamline claims processing, and improve service quality with expanded online tools and better communication processes. There was no disruption to leaves that began in 2025 and carried into 2026.
- » The Employee Assistance Program (EAP) offers all employees and members of their households free premium subscriptions to the mindfulness app, *Calm*, and the microlearning app, *Uptime*.
- » Employees on the medical plan have unlimited access to over 42,000+ digital workouts, 12,000+ gyms and fitness studios, as well as grocery delivery, all with one monthly discounted membership fee through One Pass Select. Adult family members and friends can join and receive a 10% discount on the tier of their choice.

- » Over 90% of our employee and retiree population participated in the dependent verification process. The Benefits team contacted those who did not respond to give them another opportunity to complete the process. This enabled us to confirm appropriate coverage for all dependents on our plans.
- » Employees now have the option to opt in to an electronic version of the Form 1095-C (Employer-Provided Health Insurance Offer and Coverage) instead of a mailed copy.
- » Benefits2U, which rolled out in September 2025, provides an opportunity for departments or teams to request the Benefits team to come to their location to present information on a variety of benefits topics, including retirement, disability, health coverage, deferred compensation, or annual enrollment. Since the initiative rolled out, we have conducted **7** sessions across the County and received positive feedback on the program and the information presented.

*Your Benefits team member came to our Code Enforcement office and gave a training class to my officers. They thought the knowledge she provided was outstanding. She was prompt, courteous and professional. Her assistance was greatly appreciated and in keeping with the highest standards of your department. — **Keith Vargus, Code Enforcement Operations Manager***



*HR team members at the welcome table for the Wellness Center Open House.*

# Improve Benefits Experience



Implement a culture of innovation to continually improve the benefits experience for employees and retirees at a reasonable cost to the County.

## Focusing on Employees' Well-Being

Our Wellness team is always striving to add opportunities to help our employees improve their health and well-being. Accomplishments made in 2025 include:

- » Partnered with Tampa General Hospital to offer free onsite flu shot clinics to **151** participants.
- » Partnered with OnSpot Dermatology to offer onsite skin screenings to **349** participants.
- » **170** participants completed the Summer Reset and Recharge Challenge, **111** participants completed the Make a Move Challenge, and **70** participants completed the Maintain Campaign Challenge.
- » Partnered with AdventHealth and BayCare to host VIP Mammogram Days and the Mammogram Bus for **189** participants.
- » Hosted a Wellness Center Open House for **80** participants, including employees, retirees, and volunteers. Onsite Hinge Health and Level2 Diabetes Improvement Program representatives were available to share valuable resources, and the event featured entertainment like fitness class demos and interactive health activities.
- » We continue to innovate and expand the breadth of our wellness offerings and added personal safety and self-defense classes, virtual art mindfulness classes, and onsite sound healing meditations.
- » To support early detection, over **300** breast self-exam shower cards were sent to employees by request.

**143** monthly wellness activities

**273** opportunities to participate in a wellness event

**5,224** total participants

## » Looking Forward

*Goals for Improving Benefits Experience*

- » Strengthen the County's overall benefits experience by implementing specialized condition-specific solutions that enhance customer service delivery, streamline support, and provide employees with personalized, accessible, and intuitive benefits resources.
- » Deploy a new benefits enrollment and administration technology portal as a key component of the County's new ERP platform, designed to improve the employee experience and streamline benefit operations.
- » Select and launch an employee concierge service to support employees and their families with all benefit program inquiries, education, provider navigation, and personalized clinical expertise.
- » Select a pharmacy benefit provider to deliver superior administrative service and comprehensive clinical pharmacy solutions offering "best in class" customer service support.
- » Work with the newly hired financial advisor to assess and improve the County's 457(b) deferred compensation program with the goal of "best in class" service and investments for our employees.
- » Identify and implement a new wellness technology program administrator who can integrate with County's ERP platform and employee concierge programs to support a "one brand" approach that holistically supports health and well-being.

# Refine Customer Service



Refine the customer service model for HR practices in order to continually identify and meet the needs of the Appointing Authorities.

As a support department for all Appointing Authorities, we prioritize our customers in every aspect of our operations. We are implementing processes that enable our teams to provide responsive service. Our success in collaboration arises from a well-trained, motivated, and engaged team dedicated to maintaining the highest standards of customer service. We meet employees at their worksites and continually refine our processes to improve our team's responsiveness.

## Putting Customers First

The Benefits team remains committed to delivering continuous support to employees and retirees through both walk-ins and scheduled appointments, achieving a total of **711** appointments in 2025.

Additionally, we have enhanced our phone system prompts by implementing an option for Recruiting/ Application Status, aimed at streamlining the caller experience and ensuring inquiries are efficiently directed from the outset. These modifications are intended to minimize call transfers and expedite access to the necessary assistance.

HR Business Partners assumed responsibility for the disaster assignment exemption requests approval process. The Business Partners reviewed, consulted, and responded to approximately **200** requests. In addition, they assisted Safety & Emergency Services with implementing pre-employment and random drug testing.

## Types of Recruitment Events We Attended

**1** County job fair  
**4** high school-focused  
**4** veterans-focused  
**2** second chance-focused

**4** trades-focused  
**6** for the general public  
**19** for college students

## Leveraging eLearning

By converting 25 courses to eLearning, we increased reach while reducing time and delivery effort, improving overall efficiency. This transition helped reduce the wait time between course offerings from an average of 3 months to on-demand.

- » **313** total eLearning courses completed
- » **28,170** hours of eLearning completed

Transitioning to eLearning preserved over **1,095** employee hours and avoided approximately **\$38,000** in labor costs while maintaining access to training.

## Leadership Development

With support from the Learning & Development team, **155** leaders completed their cohort-based program. There were **108** Boot Camp graduates, **25** Certified Public Manager (CPM) graduates, and **22** Public Works Leadership Foundations graduates.

Additionally, the team has worked on offering Lean Six Sigma to employees, with **72** participants in Yellow Belt (576 hours), **13** participants in DMAIC (104 hours), and **13** participants in Project Management (104 hours), resulting in a total of **784** hours completed in Lean Six Sigma.

*Boot Camp: Leadership Essentials gave me practical tools to manage employees more effectively, communicate clearly, and navigate difficult situations with confidence and consistency. — **Participant***

**522** new hires in 2025

**40** recruitment events attended

# Refine Customer Service



Refine the customer service model for HR practices in order to continually identify and meet the needs of the Appointing Authorities.

## Elevating Recruitment Support

The Recruitment team provides comprehensive recruitment support and serves as a primary point of contact for those interested in careers with Pinellas County, responding to phone calls and emails with a strong emphasis on professionalism and customer service. Our recruiters:

- » Conduct extensive phone screenings and participate in interview panels, representing hundreds of candidate evaluations annually and ensuring a consistent, customer-focused hiring experience for both candidates and departments.
- » Perform on-site visits and job shadowing across departments to gain a deeper understanding of operational functions and workforce needs, supporting informed and strategic talent matching.
- » Execute proactive sourcing through LinkedIn and Indeed, along with targeted email outreach, for licensed engineering roles and job fairs to maintain a qualified and diverse talent pipeline.

Collectively, these efforts support Countywide service delivery and advance workforce objectives through a responsive, service-oriented recruitment model.

## Building Strategic Recruiting Partnerships

To advance organizational recruiting capability, the Recruitment team partnered with Public Works to host 2 on-site sessions in late 2025 that equipped operational leaders with improved skills and knowledge to attract and hire talent.

## Attending Job Fairs

The Recruitment team's networking efforts attracted participation from major private and public universities, as well as local agencies. These strategic partnerships increased candidate attendance and ensured that the job fairs attended were well aligned with organizational needs.

## » Looking Forward

*Goals for Refining Customer Service*

- » Maintain the HR dashboard and work towards automated reporting of key HR metrics using SplashBI and the new ERP platform.
- » Automate key metrics (time-to-fill, turnover, hires, vacancy rates, etc.) through on-demand HR leadership dashboards.
- » Implement a County ordinance to support Level 2 background checks for specific department needs.
- » Regularly gather feedback from employees on learning programs and use insights to refine and improve training offerings.
- » Create structured feedback loops with candidates and hiring managers to continuously refine and improve recruitment services.
- » Maintain respectful, consistent, and timely communication at all stages of the hiring journey to enhance the candidate experience and employer brand.

*This is just a short note regarding the two gems on your Recruitment and Onboarding teams. Their assistance with our recent requisitions/promotion has been amazing. They were very responsive and helpful in guiding us through the two processes. Their knowledge, professionalism, efficiency, and patience are unparalleled, and although you probably already know that about them, we want to be sure they receive well deserved recognition for their efforts. — Steve Burnett and Cathy Bosco, Public Works, Survey & Mapping*

# Unify Human Resources Practices



Develop a more unified approach to HR practices across the County.

As one of the 10 Appointing Authorities and a key support department, we continue to advance efforts to standardize practices across the Unified Personnel System. Our priority is to ensure consistent, high-quality services for every division by developing a more integrated HR information environment that will provide employees with improved access to tools and resources.

## Transition to a Unified ERP Platform

Pinellas County has begun the transition to a new, fully integrated Enterprise Resource Planning (ERP) platform powered by Workday. Workday is a modern, cloud-based system widely adopted across both public and private sectors. This transition represents a major step forward in streamlining operations and modernizing our workflows.

The new ERP platform will enhance efficiency across human resources, payroll, finance, accounting, and purchasing functions. It will consolidate and replace several legacy systems, including EBS (OPUS), Taleo, SplashBI, Questica, and OBIEE.

Implementation will occur in phases over several years. Human Resources and payroll components are targeted to go live in late 2026 and early 2027, followed by financial and procurement functions in late 2027 or early 2028.

HR has completed a comprehensive mapping of current processes and remains committed to aligning with industry best practices throughout the transition. In the coming year, HR will lead the implementation effort, with a primary focus on core HR functions, benefits administration, and payroll. Multiple cross-departmental committees are actively engaged in the project to ensure a smooth and collaborative rollout. The overarching goal of this transition is to deliver a more intuitive, user-friendly system that reduces manual work, improves workflow efficiency, and supports a more connected and responsive organization.

## Unifying Volunteer Services' Database

We successfully implemented GivePulse to replace the outdated internal VIP Volunteer Management System. The new system resides on an interactive platform designed to enhance user experience and facilitates a more efficient process for reporting hours. We collaborated with **42** volunteer coordinators to transition to the robust database that better meets the needs of our volunteers and site coordinators.

**699** volunteers and interns in 2025

**60,028** hours of service in 2025

**\$2.1M** value of volunteer hours in 2025

based on Independent Sector's national hourly value at \$34.79 in 2025

*GivePulse has been a game changer in regards to how we manage our volunteer program. Change is never easy but the simplicity and "easy-to-use" interface has made it easy to get buy-in from our volunteers. It has also helped streamline our entire process from the top-down. These changes have made the onboarding experience more enjoyable for volunteers and site coordinators alike. — Michael Polizzi, Parks & Conservation Resources Volunteer Coordinator*



*HR's Volunteer Services continues to support departmental appreciation events for our volunteers such as the event for our Parks & Conservation Resources volunteers shown above.*

# Unify Human Resources Practices



Develop a more unified approach to HR practices across the County.

## Customized Learning Opportunities

Learning & Development launched a first-of-its-kind Effective Presentation Skills workshop designed for anyone looking to improve their presentation and facilitation skills, involving **13** employees from the Clerk's Office, Utilities, Workforce Relations, and Human Resources.

In response to the recent Open Carry Law in Florida, we created a self-paced course tailored for front-line County employees in collaboration with the Peaceful Leaders Academy.

We provided **\$159,000** in tuition reimbursement to **157** employees who are enhancing their skills for a current or future role within Pinellas County Government.

A total of **19** employees received their Certified Public Manager (CPM) designation in 2025. The graduates completed a rigorous eight-level program over 30 months, including 31 days of classroom instruction, plus required projects and exams. In 2026, **25** employees are slated to begin the CPM program.

We partnered with the Clerk's Office's training team to develop and facilitate a de-escalation course tailored to the needs of customer-facing employees. About **300** employees attended **18** workshops. This 2-hour instructor-led training equips participants with practical skills and strategies to handle difficult or emotionally charged customer interactions effectively while maintaining professionalism, empathy, and composure. The session emphasizes the importance of respectful communication, emotional awareness, and establishing clear professional boundaries when navigating sensitive situations.

*Having been in customer service for over 20 years, there is always room to learn new techniques. The last part about taking care of ourselves was extremely helpful. — **De-Escalation Course Participant***



## Looking Forward

### *Goals for Unifying HR Practices*

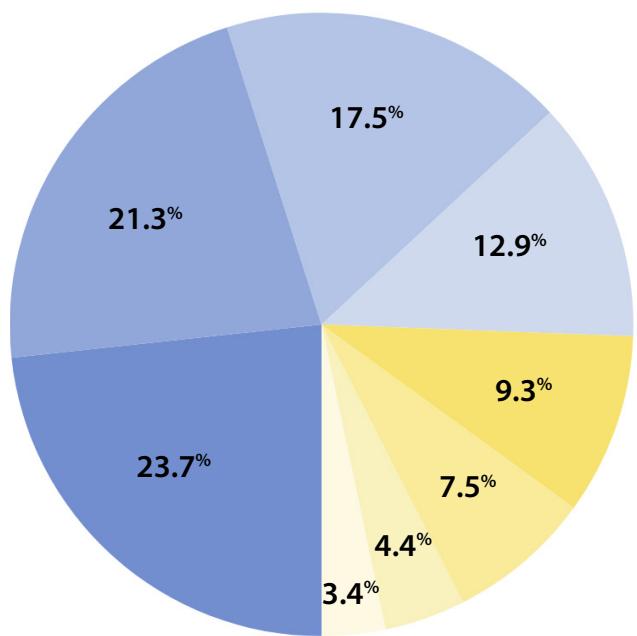
- » Implement a system where employees can track their personal growth goals and achievements, fostering accountability and motivation.
- » Develop training programs for volunteer site coordinators to expand their retention, management, and recruitment capabilities.
- » Share recruitment insights to inform policy changes and improve interdepartmental collaboration.
- » Develop a unified framework for leadership development across all departments to ensure consistency in leadership training and practices.
- » Continue to align procedures for exempt and classified employees through policy/procedure alignment.
- » Continuously audit position classifications by job families to ensure market competitiveness and internal alignment.
- » Adapt the market analysis process for new hires and internal movement to focus on structure and equity.
- » Develop an artificial intelligence (AI) readiness assessment for employees and a white paper offering general guidance on AI usage in collaboration with BTS, including a self-paced AI learning journey through *MyLearning*.

# Employee Data

All data shown is as of December 31, 2025.

Visit [Employee Data](#) for additional demographic information.

## Job Category



	Professionals (23.7%)
	Technicians (21.3%)
	Administrative support (including clerical and sales) (17.5%)
	Officials and administrators (12.9%)
	Skilled craft workers (9.3%)
	Paraprofessionals (7.5%)
	Protective service workers (4.4%)
	Service/maintenance (3.4%)

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

## Age and Gender

Age Group	Male	Female	Total
Under 30	209	207	416
30 - 39	393	295	688
40 - 49	379	332	711
50 - 59	464	428	892
60 & Over	274	249	523
Totals	1,719	1,511	3,230
Average Age	46	46	46

## Total Positions

Appointing Authority	Encumbered (Filled) Positions
Business Technology Services	162
Clerk of the Circuit Court	486
County Administrator	2,048
County Attorney	33
County Commissioners	7
Forward Pinellas	18
Human Resources	32
Office of Human Rights	10
Property Appraiser	122
Supervisor of Elections	46
Tax Collector	266
Total	3,230

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

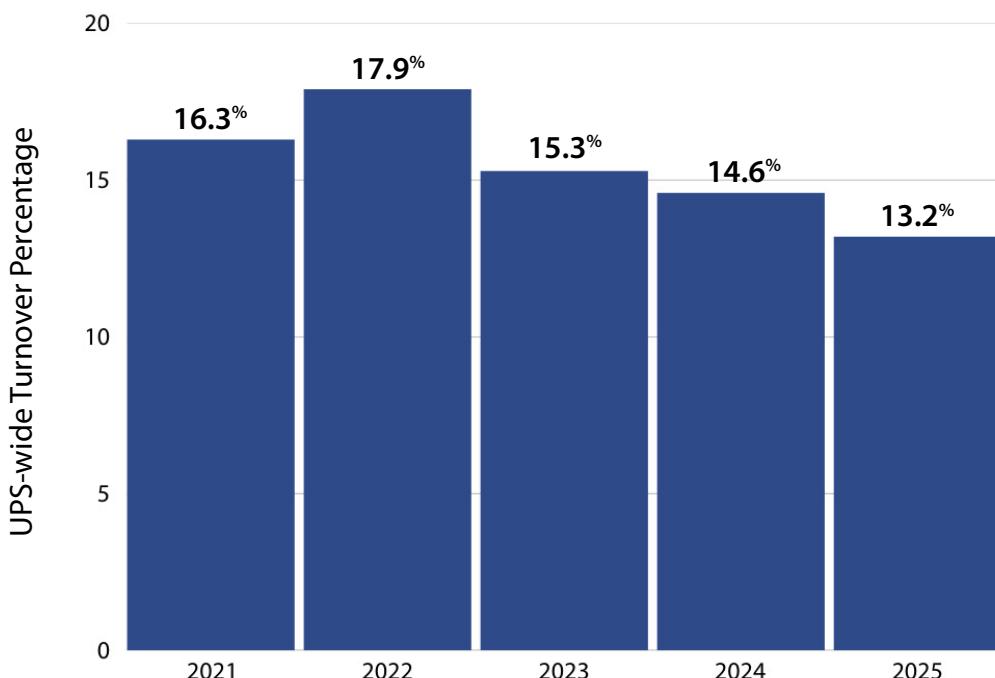
# Employee Data

## Race/Ethnicity

Race/Ethnicity	UPS 2025	UPS 2024	Pinellas County Census 2023
White (Not Hispanic or Latino)	66.63%	70.4%	71.7%
Black or African American (Not Hispanic or Latino)	14.83%	14.5%	10.8%
Hispanic or Latino	7.21%	7.2%	11.8%
Asian (Not Hispanic or Latino)	2.17%	2.4%	4.0%
American Indian or Alaska Native (Not Hispanic or Latino)	0.37%	0.5%	0.4%
Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	0.12%	0.2%	0.2%
Two or More Races (Not Hispanic or Latino)	1.46%	1.1%	2.6%
Not specified	7.21%	6.1%	Not provided

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

## UPS Staff Turnover



The data includes resignations, terminations, and retirements.

### Quick Summary

- » The total number of employees is **3,230**.
- » The average age is **46**.
- » The average employee has **10.07** years of service.
- » The majority of jobs are in the professional and technician categories.
- » The 2025 turnover rate was **13.2%**.

# Unified Personnel Board and Appointing Authorities

## Unified Personnel Board

**Dr. Ricardo Davis**

Chair  
Personnel Board  
Appointee

**Kenneth Peluso**

Vice Chair  
Board of County  
Commissioners  
Appointee

**Jeffery Kronschnabl**

Board of County  
Commissioners  
Appointee

**Peggy O'Shea**

Elected Officials  
Appointee

**William A. Schulz II**

Employees' Advisory  
Council Appointee

**Dr. Mark Strickland**

Elected Officials  
Appointee

**Vacant\***

Employees' Advisory  
Council Appointee

## Appointing Authorities

**Jeff Rohrs**

Chief Information Officer  
Business Technology  
Services

**Mike Twitty**

Property Appraiser

**Ken Burke**

Clerk of the Circuit Court  
and Comptroller

**Julie Marcus**

Supervisor of  
Elections

**Barry A. Burton**

County Administrator

**Adam Ross**

Tax Collector

**Jewel White**

County Attorney

**Whit Blanton**

Executive Director  
Forward Pinellas

**Wade Childress**

Chief Human Resources  
Officer  
Human Resources

**Betina Baron**

Director  
Human Rights

Pinellas County's Unified Personnel System (UPS) was established in 1975 by a special act of the Florida Legislature. The Unified Personnel Board includes 2 members appointed by the Board of County Commissioners, 2 members appointed by the Constitutional Officers of the County, 2 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 January 26, 2026.

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.

\*Ralph Reid served as an Employees' Advisory Council Appointee and Vice Chair until December 31, 2025.

# Meet the HR Team

## Administration

- **Wade Childress**, Chief Human Resources Officer
- **Ashley Paulino**, Executive Assistant

## Benefits & Wellness

- **True Kelly-Martin**, Benefits Director
- **Kelly Faircloth**, Benefits Manager
- **Jane Grannis**, Wellness Program Supervisor
- **Karla Cook**, Benefits Consultant
- **Natalie Fee**, Benefits Analyst
- **Christine Gauger**, Benefits Technician
- **Ashley Wesley-Loyd**, Benefits Technician

## Employee Communications & Volunteer Services

- **Irena Karolak**, Employee Communications & Volunteer Services Manager
- **Camille Evans**, Communications Coordinator
- **Cantrece Harmon**, Volunteer Services Specialist
- **Breanne O'Leary**, Communications Specialist

## HR Business Partners & Employee Relations

- **Maria Ciro**, Business Partners Assistant Director
- **Missy Kracher**, HR Business Partner
- **Michelle Musser**, HR Business Partner

## Learning & Development

- **Dawn Stophia**, Learning & Development Director
- **Kate Mamot**, Learning & Development Consultant
- **LeahRae Rusu**, Learning & Development Consultant
- **Dr. Holley Walker**, Learning & Development Consultant
- **Kevin Connolly**, Learning & Development Analyst

## Recruitment

- **Judith Petersen**, Recruitment Manager
- **Sasha Anderson**, Recruiter
- **Bertha Battle**, Recruiter
- **Rebecca Geiger**, Recruiter

## Technology, Compensation & Operations

- **Brennan Atwood**, Manager

### *Classification and Compensation*

- **Jim Beaty**, Compensation Consultant
- **Bryant Jasper-Williams**, HR Contracts Coordinator

### *HR Operations*

- **Danielle Holland**, HR Operations Supervisor
- **Gene Fields**, HR Analyst
- **Judy Breadon**, HR Specialist

### *HR Technology*

- **Lauren Bollinger**, Application Analyst

As of January 26, 2026.

For more information, visit [About Us](#).

## Pinellas County Human Resources

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