

A Toast to Pinellas

PERSONNEL ANNUAL REPORT 2005



recruitment • retention • training • promotions • benefits • communications • compensation
employee relations • awards • employment • classification • development • administration



LEE DANIEL
assistant director
convention & visitors bureau



SUZANNE HINCKLEY
lead tax specialist
tax collector



JUDY WONG
fiscal records specialist
clerk of the circuit court



CAROLE SANZERI
senior assistant county attorney
county attorney



LEROY JOINER
craftworker 2
general services



HIEN TRAN (ROBERT)
court records supervisor
clerk of the circuit court



LISA G. HAMILTON
public relations program manager
property appraiser



ALLAN G. MILLER
utilities maintenance supervisor
utilities



JEANNIE PEZZANO
human resources technician
personnel



WENDY PETRANSKY
craftworker 2
general services



CHANDRA K. PEDDU
senior programmer / analyst
information systems



JENNIFER E. DEJESUS
court records specialist 1
clerk of the circuit court



CASIMIRO "CASS" V. RAEL, SR.
senior systems technician
information technology



MERCEDES G. PEARSON
senior equal opportunity coordinator
office of human rights

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To develop, promote and administer sound and cost-effective personnel policies and procedures that will assure Pinellas County Government a workforce that is fully qualified and trained, justly compensated, fairly treated, well-informed and properly recognized for their contributions to the county and its citizens.



A MESSAGE FROM DAVE LIBBY, Director of Personnel

The Pinellas County Department of Personnel plays a pivotal role in recruiting, retaining, developing and rewarding a productive and diversified workforce. Each employee brings their unique talents to the job and it's our charge to work with all eleven Appointing Authorities to recruit the best and the brightest, to help employees maximize their talents in providing quality service to our citizens, and as one of Pinellas County's largest employers,

to be a model employer working to set the standard for a quality public sector Human Resources agency.

Focusing on strategic planning, Personnel staff fulfills many challenging and varied roles—Strategic Partners, Researchers of Best Practices, Administrative Professionals, Effective Communicators, Workforce Trainers, and Organization Consultants and Counselors.

Some major new initiatives were accomplished this past year including a study of the Classified Pay Plan and compensation

practices, rollout of the new Pay Action System, implementation of the new retiree health benefits alternative-funding plan, and transfer and integration of the software training programs from the Information Technology Department to the Personnel Department. Specifics of these enterprises follow in the pages of this Annual Report.

To achieve our objectives and solve people-focused business issues we utilize a variety of human resource management tools. Additionally, we develop programs and policies to help ensure our employees are successful as they perform in their current jobs and prepare for future challenges that may arise within the organization.

I am honored to be part of helping the Department of Personnel to carry out its mission.

A handwritten signature in dark ink, appearing to read 'Dave Libby', written in a cursive style.

The Personnel Board comes together each month to study issues and recommendations and, as the final authority in all personnel policy matters, make determinations that guarantee all personnel policy matters are fair and equitable.



A MESSAGE FROM MARY ELLEN SLADDEN, Personnel Board Chair

I'm so pleased to have again been asked to include a message in the Personnel Annual Report. I welcome the opportunity to talk a little about the work of the Board—our charge and our areas of responsibility.

The Personnel Board comes together each month to study issues and recommendations and, as the final authority in all personnel policy matters, make determinations that guarantee all personnel policy matters are fair and equitable.

The discharge of our responsibilities includes such actions as adopting and amending rules and regulations central to administering the Personnel Act. Some specific actions include ensuring the same qualifications and rate of pay are equitably applied to all positions in the same job classification, resolving employee grievances and making sure promotions by the Appointing Authorities gives due consideration to the applicants qualifications, performance record and ability.

Many of the matters that come before The Board are routine in nature. The facts are clear-cut, and decisions are easily made. Others are more weighty and complex requiring considerable study with difficult questions needing answers, testimony heard and lively discussions. Occasionally it is necessary to make a decision that might not be very popular. But popular or not, easy or difficult, the Board takes its work seriously—endeavoring to make decisions that are both fair and just.

As the Personnel Board Chair it is truly an honor to serve such a quality organization, and I feel privileged to work alongside such a fine group of skilled and dedicated professionals as we carry out the business of The Board. Further, I am grateful to Dave Libby, Director of the Personnel Department and his talented and committed staff for their continual support of the Personnel Board.

Mary Ellen Sladden



Standing: l. to r. – Joseph A. Smith, Appointed by EAC; B. Clifford Williams, III, Appointed by EAC; Lounell C. Britt, Appointed by BCC; John Steven Ledbetter Appointed by Elected Officials; Michael J. Guju, Appointed by Elected Officials. Seated: l. to r. – Daniel M. Adriso, Vice Chairman, Appointed by BCC; Mary Ellen Sladden, Chairman, Appointed by the other six board members.

- To respect and protect the merit principles which motivate employees to develop their full capabilities.
- To demonstrate through our actions and behavior a genuine respect for the dignity of the individual and to honor each person's right to fair and equitable treatment in all aspects of employment.
- To engender and sustain a harmonious and mutually beneficial relationship between all levels of management and its employees.
- To treat information accepted in trust as privileged.
- To demonstrate unwavering integrity without involvement in or tolerance of compromise for personal gain or accommodation.

While some organizations may feel that mission, vision, values and ethics are something to frame and hang on the wall, or to occasionally take out of a drawer and blow the dust off, we believe that it is operating by those principles that makes a real difference and provides a clear measurement for success.

appointing authorities



STEPHEN M. SPRATT
county administrator



DAVID P. HEALEY
executive director, planning council



LEON W. RUSSELL
human rights/eoo officer



SUSAN H. CHURUTI
county attorney

KEN BURKE
clerk of the circuit court



RODNEY S. FISCHER
executive director, construction & licensing board



DEBORAH CLARK
supervisor of elections



DAVE LIBBY
director of personnel



DIANE NELSON
tax collector



PAUL ALEXANDER, III
director, information technology

JIM SMITH
property appraiser



PINELLAS COUNTY GOVERNMENT

The Annual Market Survey and Budgetary Forecast continues as the largest and most intense project the Pay and Classification Division produces each year. New this year, in addition to required hard copies, we produced and distributed CDs of the report saving considerable dollars in printing and labor costs. After many discussions, presentations and deliberations, our recommendations were approved and implemented with the start of the new fiscal year.



While conducting a position audit, Human Resources Analyst Alan Goetz, learns about the complexities of the equipment used by Vicki Taylor and Tom Stringfellow of Air Quality.



Barbara McKee, Human Resources Support Specialist trains the first class of Payroll Clerks in the new Oracle Pay Action System.



Pay & Classification Manager Betsi Lewis discusses the Classified Pay Plan and compensation practices with a representative of the contractor, The Temple Group.

BUSY, PRODUCTIVE, PROFESSIONAL AND ACCOMMODATING

Three staff members completed the Personnel Services Budget Projection report for the Office of Management and Budget. This process is critical to establishing the Personnel Services Budget—the cost of salaries and benefits—for all County employees and is a valuable planning tool.

Following on the heels of the Exempt Classification Study we retained The Temple Group to study the Classified Pay Plan and compensation practices. It is important to note that the consultant's report will be carefully weighed and analyzed, and recommendations that might impact our pay plan will be thoroughly considered prior to any implementation.

Another major undertaking has been the revision of classifications specifications formatting for both Exempts and Classified positions. Staff worked

diligently in tackling this enormous task. As they are reviewed, they will be published on our website replacing previous specifications.

Pay & Classification completed a record number of position audits. This included eight cyclic reviews incorporating 605 positions and 117 special audits—almost double the number completed last year.

The Human Resources Information Specialist has completed the interact between the Oracle HRIS and the GEAC payroll system in the Clerk's Finance Department, resulting in a single data entry point by the Records Administration staff rather than having to make multiple entries in multiple systems.

Staff garnered accolades on a successful rollout

of the new Pay Action System with a test group from the Utilities, Risk Management, Management & Budget, Information Technology and other departments. Key benefits of this system are increased software accessibility and functionality and enabling all Appointing Authorities to be "on the same page". Additionally, it is aesthetically more pleasing, and we've been able to enhance the "auto fill" function of much of the data. We still expect and plan to bring the Oracle Time Management System on-line next year, after implementation of the Oracle 11i database.

Busy, productive, professional and accommodating, our Pay & Classification staff continues to dedicate themselves to exceptional customer service, contributing to another effective year and job well done.

Retirement benefits, a major health and wellness initiative, expanded benefits communications and informational meetings, and the issuance of Requests for Proposals for the County's Employees Group Health, Pharmacy and Vision, Flexible Spending Account (FSA) and COBRA programs for the new benefits plan year were the focus for Employee Benefits.

NEW RETIREMENT HEALTH PLAN

Implementation of the new retiree health benefits alternative-funding plan began October 1st, 2004. The new plan provides that retirees not yet eligible for Medicare and employees in DROP or within five years of normal FRS retirement (prior to October 1, 2004) be grandfathered into the former funding strategy. Under the new funding plan, retirees will receive a health insurance premium subsidy based on length of County service.

Another component of the plan enables employees to save pre-tax dollars while actively employed, for health care costs incurred after leaving County employment. Under the new VantageCare Retirement Health Savings Plan (RHSP) employees can contribute a portion of their income, annual leave, floating holidays or personal day.

To further encourage program participation, the County contributes to each participant's account its share of Social Security tax savings as financial incentive. Enrollees are able to choose from all ICMA VantagePoint funds for investment of their contributions. The County's new RHSP began with the first pay of the 2005 calendar year.



Lauren Groves, Wellness Center Coordinator

WELLNESS INITIATIVE

Utilizing the resources of United Healthcare and pharmaceutical manufacturer, Pfizer, Inc., Employee Benefits and our contractor Corporate Fitness Works embarked on a major wellness initiative.

In December 2004, United Health Care presented a Clinical Value report identifying areas of high medical cost and long-term cost-saving opportunities through awareness, prevention and care management.

Disease/Wellness Management activities by United Health Care include targeted mailings of health-screening reminders to patients with chronic diseases for ongoing assessment and preventive care. Further, a Health Risk Assessment and Nurseline, two online tools, are located at www.myUHC.com to help members control and reduce costs.

Employee Benefits' strategic plan included a major health and wellness initiative to enlist employees in meeting the challenge of high health care costs. The data from United Healthcare's study and the

data collected over a year's period of time from Pfizer's "Healthy at Heart" program provided the needed information.

The "Healthy at Heart" screening and educational project was conducted using Pfizer, Inc.'s grant fund resources, in coordination with the County's Wellness program, at several worksites with a history of high participation in previous wellness offerings. 156 employees participated in the "Healthy at Heart" project, consisting of free cholesterol and triglyceride screenings and breakfast/lunch 'n learns conducted by health care professionals. Employees completed confidential health risk questionnaires enabling Pfizer to measure program results.

Over 90% of participants said the program would help them improve lifestyle habits. At the end of the program, there was a significant decline in the number of employees at risk/borderline for total cholesterol, LDL cholesterol and triglycerides. The results of this project confirmed the need for employees to become aware of their health condition through screenings and education and

to commit to making lifestyle changes to live a longer and more productive life. It was evident from the report that in addition to the foremost goal of healthy employees, there is a monetary return on investment of health and wellness resources, offering savings opportunities to both employees and the employer.

Although the "Healthy at Heart" Pfizer program has concluded, the Wellness Program continues to schedule free cholesterol screenings and also brings other screenings to worksites, which are free, or at minimal cost for hearing, vision, skin cancer, flexibility, bone density, body composition, and pulmonary function.

An expanded Wellness Program newsletter, *To Your Health*, features articles on health topics, health screening schedules, promotion of special educational programs and tips for healthy living. Fitness center discounts are now available for employees unable to utilize the free County Fitness Center. These new discount programs also allow employees to enroll family members.

The need for sunscreen is explained to each employee who took advantage of skin cancer screening.



Carolyn Mann, Human Resources Analyst, gets an early start when meeting with field employees to explain changes in the benefits plan.



Health enthusiasts enjoy a lunchtime workout.



NEW BENEFITS PARTNERS

With group health, pharmacy and vision plan contracts set to expire at the end of the year, Requests for Proposals were issued early in the calendar year.

United Healthcare continues as medical plan provider and EyeMed Visioncare as provider of vision correction benefits. Both have provided administrative and network services to the County since October 1999. Walgreens Health Initiatives (WHI) has replaced Medco for pharmaceuticals. The WHI program offers an important enhancement to participants called Advantage 90. Advantage 90 provides the option of purchasing 90-day supplies of long-term (maintenance) medications at select retail pharmacies as an alternative to mail order. Both 90-day programs offer substantial savings to our employees. The ability to purchase a 90-day supply at retail pharmacies also gives employees an opportunity to talk face-to-face with a pharmacist.

WHI is committed to prescription management to coordinate care with patient, physician and pharmacist. A Step Care program planned for implementation in 2006 will manage ongoing pharmacy therapy for limited classes of medications. New plan features will help to control prescription costs and improve services. Strongly encouraged by the financial incentive, employees have year-to-year shifted from purchasing maintenance medication only 30 days at a time to 90-days through the mail order program for home delivery. This has helped control costs for both employees and the plan. However, the cost of prescription drugs remains the driver of the increasing health care cost trend nationwide.

With health care costs rising at double digit rates nationwide, the County continues to control costs by taking advantage of savings opportunities through the adjustment of contribution sharing, plan design changes and pharmacy management programs. This was the last year of the three-year migration phase-in of the County's contribution to a fixed cost per employee regardless of the health plan the employee chooses.

This strategy has been successful in promoting a shift in enrollment from the highest benefit cost plan, the EPO, to one of the lower level benefit cost plans. We anticipate a substantial shift for the new plan year.

Employee Benefits expanded its number of annual worksite informational meetings with staff conducting more than 70 meetings during July and August. Employee contributions for the Options PPO plan will remain the same for the new plan year. Only the County's portion was increased to meet the total cost of the plan. For the Choice Plus POS and Choice EPO plans, contributions will increase for both employee and the County. There are some plan design changes in all three plans. Deductibles will increase, the Emergency Room copay will increase and a Specialist Office Visit copay has been added. These design changes enabled us to meet budgetary constraints and remain competitive in the local public market.

Mid-summer benefits communications distributed and posted on the County's web sites emphasized the need for employees to assess their health

status and the health status of family members to ensure their plan selection would offer the most satisfactory combination of contributions and out of pocket costs. This annual assessment will also be the key to the introduction of future benefit considerations.

Enrollment in the County's Flexible Spending Account (FSA) was strongly recommended during the Annual Enrollment period as a means for employees to reduce added expenses through this tax-savings program. The increased emphasis on the FSA as a cost savings measure and additional features provided by a new vendor, WageWorks, resulted in a double increase in FSA participation.

Educational programs for retirement planning will be an important focus for Employee Benefits in the new year. With a goal to increase Deferred Compensation plan enrollment, employees will be encouraged to take advantage of County benefits during active employment to prepare financially for their future.

Employee Benefits' focus on a long-term comprehensive health and wellness strategy includes education to bring awareness of risks and costs, prevention and care management. Partnering our Wellness Program with United Healthcare, Corporate Fitness Works, Pfizer, and other organizations to coordinate ongoing educational programs and activities is intended to empower employees and families to reduce risk, lead healthier lives and contribute to the cost management of health care.

EMPLOYEE COMMUNICATIONS **to a conversation**

Two monthly internal newsletters are the primary strategy—*The Pen*, a two-color print publication reaching about 4,200 employees and retirees, and *The Pen Extra*, a monthly electronic, full-color newsletter reaching more than 3,500 computers throughout the County network. Several new initiatives are on the drawing board for 2006. Launching a new, easy to navigate, content driven Website for the Personnel Department is a primary goal for the coming year. Our objective is that every user be able to locate what they are looking for in three clicks or less.

Facilitating the movement

of information up, down

and across the organization

is the day-to-day challenge

of Employee Communications.



Our publication on press at C&D Printing.

EMPLOYEE COMMUNICATIONS

To benchmark *The Pen* for cost and productivity we surveyed more than 100 Florida public agencies. When compared to organizations of similar size, with a range of 3,000 to 6,000 employees, costs ranged from .04 cents to .40 cents per page, per employee for a tabloid sized format. With printing costs at .03 cents per page, per employee Pinellas County had the lowest cost per page, per employee.

In benchmarking productivity, only two agencies of similar size report producing more pages than Pinellas County. One of these agencies report that 25% of their pages are paid advertising, thereby reducing the net content to 156 pages per year compared to Pinellas' 104. If Pinellas were to include the pages produced in our electronic newsletter, which is separate content and camera ready, Pinellas' total annual net pages would climb to 179 pages which is higher than any other agency of similar size.

While quality is important to us, a qualitative comparison of all newsletters of all agencies is beyond the scope of this study. Therefore, a separate study of two focus groups was completed by the County's Research Manager Laura Berkowitz, specific to what we do in meeting the needs of our own organization. The results of these focus groups coupled with employee feedback, some of which is included, tell us that employees at all levels have enthusiastically accepted both publications.

More than 260 of our employees have to date subscribed to receive *The Pen* electronically, a new option this year. The result on our regular 8-page monthly issue has been an annual cost savings of \$5,688. And there's an added benefit—employees like Sara Pleso, Airport, Real Estate tell us, "I enjoy getting it (*The Pen*) electronically to save the paper". They like the idea of conserving our natural resources, and over time we hope to increase the number of E-subscriptions.

Also receiving its share of accolades is *The Pen Extra*, an electronic monthly newsletter. With an average readership of about 1,000 employees each month, readers tell us they like the classified ads and personal announcements, enjoy the feature stories and welcome the photo introduction of all new employees.

One of the key indicators for successful communications is what behavioral change someone may have made; or what actions they might have taken as a result of any particular communication. We feel we are successful when employees like Wendy Marino with Culture, Education and Leisure (CEL) tells us she liked *The Pen Extra* May article about Cell phones and asked to reprint it in her Condo Association Newsletter and Michael McGoff with Parks and Recreation requested additional copies of one edition to circulate to School Board Administrative Staff.

Maria Reilly, Human Resources Technician, lays out "The Pen Extra", the monthly electronic newsletter.



Human Resources Manager Ronnie Goodstein does a press check on "The Pen" with Jim Parker of C & D Printing.



Last year's Annual Report reflected some major changes. We added lots of photos reflective of our talented, committed and diverse workforce and for the first time we introduced a theme—"Expressions of Pinellas". Face-to-face comments like "It makes you want to read it—even the statistics", as well as written comments, let us know we are on the mark.

Applauding innovation - rewarding excellence is the goal of the Employee Suggestion Awards Program. This year we've kicked it up a notch. With the distribution of a newly designed program brochure, the purchase of unique quality gifts and with cash award winners featured in *The Pen*, this year we have increased the number of suggestions submitted by 61%.

Suggestions such as disassembling a cooling tower in need of replacement rather than having an outside contractor remove the unit from the roof of the building, designing a manual dehydration prevention cooling system to protect the animals picked up by Animal Services, and retrofitting existing camera housings to fit replacement security cameras resulted in cost savings to Pinellas County of about \$288,337.

A new career development program is also in the works. During Employee Appreciation Week several years ago we introduced a program we called "Walk in my Shoes". Employees participated by trying their hand at a new position for a day. Requesting a supervisor or manager to "walk in their shoes", and spend a few hours performing their job was another option. This program met with great success and we would like to design and implement it as an ongoing program.

"Extra-Nice employee news and pictures."

Darlene Kalada,
Community
Development Director

"Love the personal info in the *Extra*. The pix are a great added touch and the format is really nice. Thanks for this improvement! "

Gay Lancaster,
Chief Assistant
County Administrator

"...I hope you aren't getting tired of hearing this, but *The Pen* is great! Your picture this month is hilarious!!! My son will love it. And the articles are so down to earth, informative and fun!!! I haven't put it down since I got it just a few minutes ago..."

Cyndi Meinck, Executive Assistant to Commissioner Seel

"I need to compliment you on the *Expressions of Pinellas*... It does an excellent job of explaining your department while showing the diversity of the County. Finally someone who looks like me in a publication!"

James A. Dates, Director
Pinellas County Justice and Consumer Services

"This publication (*Pen Extra*) and the regular *Pen* are really terrific. You've not only added a professional look, but the content is more interesting."

Deborah Clark, Supervisor of Elections

"I wanted to let you know how much I enjoy the new *Pen* - I love the fresh, new design and the group photos of employees."

Barbara Hastings,
Organization Management Analyst,
Tax Collector

"I would like to commend you and your staff on an excellent job done on the 2004 Annual Personnel Report booklet. I have received many comments on the 'great job' done in both the presentation and photo layout. It truly 'expresses' a vivid picture of Pinellas County Personnel with facts and figures useful in providing an accurate overview. "

John McNeil, EAC Chairman



The EAC discusses their proposal for the AFIN (A Friend in Need) program.



Senior Office Specialist Karen Mercier checks the bill of lading for a recent Service Awards shipment.



Personnel's New Employee Orientation Video, A Part of the Big Picture, took top honors in its class at the 3CMA, City, County Communications and Marketing Association's annual Savvy Awards.

IN-HOUSE TRAINING PROGRAMS

In-house training programs, including soft-skills such as communication, customer service and supervision, together with the new software training programs increased course offering by 23%. The result was a 46% increase in the number of training sessions to 391 and a 35% increase in the number of participants to 6,207. Additionally, EOS has taken on the responsibility of coordinating course registration and confirmation for all Risk Management training courses. Course participants continue to highly rate the overall value and effectiveness of their experience in our courses —an average of 4.58 on a 5-point scale.

Opportunities to provide specialized training programs and internal consulting services to key executives and organizations continued. These included local sessions enabling 23 employees to complete the first four class levels for the Certified Public Manager Program, a total of 41 one-day Diversity Effectiveness sessions for 586 Board of County Commissioners supervisors and managers plus 106 from other Appointing Authorities, and a customized 5-day Management Development training program for nearly 50 of the Clerk of the Circuit Court's upper and mid-level managers. Additionally, a New Leader Transition Workshop

was conducted for the new Director of Information Systems.

Working in collaboration with the County's Communications Department we produced an award-winning video to enhance New Employee Orientation. The Personnel Department developed objectives and outcomes, worked on script development and assisted in identifying the "talent" who would appear in the film. The Communications Department wrote the script and handled the technical aspects of the video using the production capabilities of Pinellas 18, the County's Television Station. This synergy between the two departments resulted in reduced cost to taxpayers. Informative and fast-paced, this 9 minute video welcomes new Pinellas County employees with a positive and professional first impression.

2005 also marked the completion of the sixth year of the Career Development Forum. This ongoing workshop provides general information and tips on how employees can enhance their career possibilities through networking, information sessions and mentoring. Forum sessions provide employees with numerous opportunities to interact

with county supervisors and managers willing to share their experience and expertise, and perhaps serve as mentors. Due to the success of this program an article on the County's Career Development Forum was published in the December 2004 Innovations Group Newsletter, a national publication that highlights innovative government practices.

Ongoing administrative support to the Employees' Advisory Council includes distribution of monthly agendas and meeting minutes and coordination of the annual fall election of new council members. Assistance was also provided to the Council's A Friend in Need (AFIN) leave donation sub-committee in developing a proposal that would meet the goals of both employees and management.

The Employee Service Award Program tangibly recognized the dedicated service of County employees who work 20 or more hours each week with a certificate, pin and gift of their choice at intervals of five consecutive years of service. In fiscal year 2005, 678 employees received special thanks from Pinellas County through service awards.

The biggest and most exciting challenge met by the Employee and Organizational Support Division (EOS) this past year was the successful transfer of responsibility for the software training programs from the Information Technology Department. One full-time training position and funding to cover fiscal year 2005 training needs were also included in the transfer. Consolidation of software training provides opportunities for increased efficiency and reduced costs.

Through various learning,
recognition, and growth
opportunities, EOS continued
to fulfill its goal to provide
guidance and ideas to improve
organizational and individual
performance for Pinellas
County Government and
its employees.



Gene Pressior, Human Resources Manager, facilitates training on dealing with change.

to your future

EMPLOYMENT & TESTING

Requisitions to fill vacant positions remained steady, as did our applicant flow, marking another productive and busy year for the Employment & Testing Division.

The number of eligible registers constructed increased by an additional 13% over last year's 28% increase. These increases are the result of our conducting more targeted recruitments and building customized eligible registers to meet departmental needs.



A new applicant files an application with Personnel's Nancy Sanderson, Sr. Office Specialist.

The number of eligible registers constructed increased by an additional 13% over last year's 28% increase. These increases are the result of our conducting more targeted recruitments and building customized eligible registers to meet departmental needs.



A new applicant scans the job postings.



Task teams continue to study issues raised in last year's Climate Survey administered by the Personnel Department. Pictured is one of the task team presentations to the Administrator's Climate Study Steering Committee.



REVISE & STREAMLINE

Revising and streamlining our application process greatly enhanced our recruitment efforts. Earlier application forms were a combination of traditional questions asking for one's name, education, work history, etc., plus a series of customized inquiries about knowledge and experience directly related to the specific job classification. All applicants were required to complete the entire application for each job classification for which they wanted to apply.

A newly revised process now separates the application into two documents—a traditional application and a knowledge/experience questionnaire. The traditional application remains active for one year (two years for County employees). Once on file in our office, applicants need only complete the appropriate knowledge and experience questionnaire for the job classes in which he/she has an interest.

The application form and the knowledge and experience questionnaires are available on the Internet in two formats. One is a file that may be printed and completed by hand while the other is an online form that may be completed online and then printed for submission.

The second special project was the organization-wide climate survey. At this time last year we reported on the development and administration of the survey instrument. With the help of employees from all Personnel divisions, administration of the survey was completed in mid-October.

Employee participation was high with about 75% of all Unified Personnel System employees taking the survey. We administered 357 sessions at 56 County locations. A master report was created, as were individual reports specific to each of the Appointing Authorities. Since completion of the

reports, Personnel staff has been assisting the Appointing Authorities in addressing the survey results. Follow-up surveys include a special status survey in 2006 and another complete survey in two to three years.

One interesting development was the increase in applicant office visits. For the past several years, use of the Internet had resulted in a decline in the number of applicants visiting our offices.

This year we've experienced an 18% increase in walk-ins. Casual investigation indicates job applicants are seeking more personal interaction and the personal assistance provided by the employees staffing our reception areas.

POLICY FORMULATION & DEPLOYMENT, STAFF DEVELOPMENT, CONFLICT RESOLUTION, AND CONTINUOUS IMPROVEMENT

Policy Formulation & Deployment involves research, development and communication. Policy samples collected from other organizations helped in identifying existing practices and alternate methods. Additionally, input from County departments was solicited to better understand the needs of our clients. Upon request, we advised Appointing Authorities and departments about internal policies they already had in place or that were in development. The Division also drafted Unified Personnel System rule revisions and policy documents, as needed. The Managers' Forum, the "Supervisor's Guide to Employment Practices" newsletter, classroom sessions and ongoing informal communication were key channels employed to inform clients about rule and policy application and changes.

Staff Development services often began with applicants, as staff provided information about County positions and the employment process.

We assisted current employees with career development by:

- Serving as mentors and instructors in the Career Development Forum
- Designing, developing and delivering a wide variety of training programs to more than 1,000 County employees and area agencies
- Advising County employees about advancement opportunities and skill development
- Advising County management about employee development, performance management and corrective actions
- Overseeing the Performance Appraisal System and advising climate survey task teams regarding specific tasks and general morale issues

We also facilitated the placement of employees via transfers, promotions and voluntary demotions, with a specific focus on employees with Workers' Compensation injuries.

Conflict Resolution commands much time and attention. Services included consultation, investigation, facilitation and mediation. While maintaining a neutral posture, we advised employees and management on addressing conflicts and performance issues and on utilizing the grievance process. Staff developed and provided training for employees in the disciplinary and grievance process. To date, over 200 employees have received this training. When needed, staff certified in conducting internal investigations was able to provide management with unbiased information regarding issues of concern. Additionally, basic investigation training was provided to Managers' Forum participants to increase the effectiveness of departmental level investigations. Through facilitation and mediation, employees were encouraged to develop improved communication and teamwork. We modeled and demonstrated methods to resolve conflict and improve work relations.

Risk Management's Pat Morea makes her point during a Managers Forum.



Continuous Improvement involves vigilance. We monitored internal processes and solicited feedback about County programs and processes. Climate survey results were also utilized in advising Appointing Authorities and departments about improvement opportunities. We routinely contacted other organizations for information about their policies and programs and sought appropriate training to aid in our professional development. By seeking best practices information from others and by providing feedback to management and employees, Employee Relations assists in growing a more effective and satisfying workplace.

Employee Relations' services were in demand this year. At the beginning of the 2005 calendar year, we began collecting statistics to identify the type and volume of services we provided. We had over 4,500 advisory contacts in a nine-month period, encompassing the charted services.

The discipline process and employee grievances are the training topic for this group of supervisors facilitated by Arthur Jefferson, Human Resources Coordinator.



The objective of the Employee Relations Division is to foster and maintain effective work relations between employees and management throughout the Unified Personnel System.

Four Major Focus Areas:

Policy Formulation & Deployment

Staff Development

Conflict Resolution

Continuous Improvement

*Minerva Santiago, James B. Owens,
Jim Valliere and Gwen Evans foster a
positive, productive work setting.*



- Placement assistance for employees
- Optional facilitation or mediation service for employees and managers experiencing conflict situations

- Career and performance development assistance for employees and managers
- Instructional and informational support for Employee and Organizational Support Division's training for County employees and consortium members

The Employee Relations Division works closely with the other Personnel Department divisions and with County staff to foster a positive, productive work setting.

Employee Records Administration Section staff rose up to meet the challenges and accomplished all goals and objectives.

Three new staffers were welcomed into the Records Administration Section—the result of employee promotions coupled with an open, unfunded position receiving budgeted funds. The timing of two new Administrative Specialists and one Office Specialist coming on board corresponds well with the implementation of significant changes in processes and procedures.

The ability to transfer data from the Oracle payroll system to the legacy GEAC system eliminates the need to double key pay action data into both systems saving countless hours of staff time. This new payroll Interface System addressed on page six is testament to the outstanding teamwork between Personnel's Administrative staff, Pay and Class Division, the Information Systems Department and the Records Administration Section. The new Interface System has given way to the rollout of the new Oracle Pay Action audit and processing systems for Records Administration staff and the departmental payroll associates.

Recognizing the potential of the Oracle HRIS system two new features were also implemented.

Our new Pay Action system was established primarily for use by departmental payroll associates to initiate transactions for the full

range of personnel actions. Benefits include consistency in the completion of pay action forms, greater ease for auditing and a dramatic increase in the accuracy rate due to auto-population of many required fields. The new Pay Action Audit system used by Records Administration staff is directly compatible with the Pay Action system used by department payroll associates. This will help ensure consistency in completion and application of Personnel Rules.

Primarily due to the replacement of traditional magnetic stripe readers to the more secure proximity readers, we experienced a dramatic increase in the number of requests for proximity (prox) cards. With more than 300 employees, the Utilities Department required card replacements for nearly all of its' employees to accommodate new security access systems. Most all of these employees also required new images in compliance with our policy to maintain recent images (5 years or less) of all employees. We also received similar requests from the Public Works and Environmental Management Departments and the Property Appraiser's Office. At this same time, the Section experienced a considerable increase in individual requests for card replacement. In an effort to minimize the effects of the increased usage of prox cards and the associated costs, and to ensure consistency in the issuance and replacement of



New hires have lots of questions for Peggy Sellards, Administrative Support Specialist, as she conducts one of the weekly new employee orientations. Gene Fields, Administrative Support Specialist, guides the finger printing of Reed Foster—a standard requirement for all new hires.

employee identification cards, the County ID Badge Policy was established. This policy allows for card replacement once every five (5) years and for any legitimate business reason. There are policies in place to address lost or damaged cards that are consistent with best practices of our peers.

As in years past, the Records Administration Section experienced extremely high activity during the months of July through September—the period referred to as the “common review period”. About 1,000 employees on the common review date required merit transactions to be processed plus an additional 1,000 transactions as a result of budget funding changes. This resulted in nearly two thousand (2,000) transactions that were audited and processed. Coupled with the usual activity that occurs every pay period, this made for quite an active year.

exhibits

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Classified Employees Equal To or Above Maximum Salary

2005 SALARY DATA

PAY GRADE	X	Z	B	S	Emps at Max	% Emps at Max	Emps Per Grade	% Emps Overall
IT10	0	0	0	0	0	0.00	3	0.09
IT12	0	0	0	0	0	0.00	23	0.68
IT14	0	2	0	2	4	20.00	20	0.59
IT16	5	6	4	3	18	21.95	82	2.42
IT18	0	0	1	0	1	4.00	25	0.74
28	0	0	0	0	0	0.00	3	0.09
29	0	0	0	0	0	0.00	3	0.09
30	0	1	0	0	1	33.33	3	0.09
31	0	2	0	0	2	2.27	88	2.60
32	0	3	3	1	7	7.78	90	2.65
33	1	19	6	0	26	10.92	238	7.03
34	0	10	2	0	12	7.89	152	4.48
35	0	53	11	0	64	14.88	430	12.70
36	2	14	4	1	21	7.72	272	8.03
37	0	52	12	1	65	34.03	191	5.64
37F	0	3	1	0	4	40.00	10	0.30
38	15	50	28	3	96	24.81	387	11.43
39	2	35	10	0	47	20.17	233	6.88
40	3	28	8	0	39	18.40	212	6.26
41	0	36	15	2	53	21.03	252	7.44
42	5	32	11	0	48	22.22	216	6.38
42F	0	2	1	0	3	100.00	3	0.09
43	2	13	11	0	26	19.40	134	3.96
44	0	22	7	1	30	29.13	103	3.04
45	2	13	4	0	19	22.89	83	2.45
46	1	7	2	0	10	32.26	31	0.91
47	1	16	3	0	20	30.30	66	1.94
48	0	0	0	0	0	0.00	3	0.09
49	0	5	1	0	6	37.50	16	0.47
55	0	0	0	0	0	0.00	15	0.44
TOTALS	39	424	145	14	622	19.69	3,387	

X = over maximum of salary range

Z = at maximum of excellent salary range

B = at maximum of very good range

S = at maximum of good salary range

Distribution of Classified Employees **2005 SALARY DATA**

PAY GRADE	2001	2002	2003	2004	2005
A	8	1	0	0	0
G	0	214	211	0	0
IT-10	0	5	4	5	3
IT-12	0	16	16	16	23
IT-14	0	27	27	20	20
IT-16	0	77	75	73	82
IT-18	0	15	23	25	25
28	5	5	6	7	3
29	8	5	1	6	3
30	8	8	6	3	3
31	92	107	99	99	88
32	87	85	87	86	90
33	312	291	271	254	238
34	165	161	157	161	152
35	483	470	463	463	430
36	181	180	213	243	272
37	259	218	194	209	191
37F	0	0	10	10	10
38	292	349	317	378	387
39	141	140	155	213	233
40	137	164	158	203	212
41	222	220	234	253	252
42	173	186	190	223	216
42F	0	0	3	3	3
43	100	108	110	127	134
44	104	105	104	105	103
45	52	56	64	75	83
46	31	33	29	30	31
47	67	71	73	73	66
48	8	8	8	7	3
49	19	19	17	17	16
55	0	38	28	19	15
TOTALS	2,954	3,382	3,353	3,406	3,387
AVERAGE ANNUAL SALARY	\$34,032	\$35,917	\$37,755	\$39,763	\$41,266

2005 SALARY DATA

Average Merit Increases Granted as of September 18, 2005

Occupational Category	Needs Attention	Good	Very Good	Excellent	Total Ratings	Average % Granted
CAT 1	0	14	83	201	298	4.00%
CAT 2	0	18	132	185	335	4.22%
CAT 3	0	56	347	576	979	4.15%
CAT 4	0	6	48	34	88	4.08%
CAT 5	0	11	47	138	196	4.50%
CAT 6	2	185	453	378	1,018	4.16%
CAT 7	0	10	115	266	391	4.28%
CAT 8	0	34	129	57	220	4.10%
TOTALS	2	334	1,354	1,835	3,525	
% EMPS	0.06%	9.48%	38.40%	52.06%		4.19%

Occupational Categories

01 = Officials/Managers

02 = Professionals

03 = Technicians

04 = Protective Services

05 = Para-professional

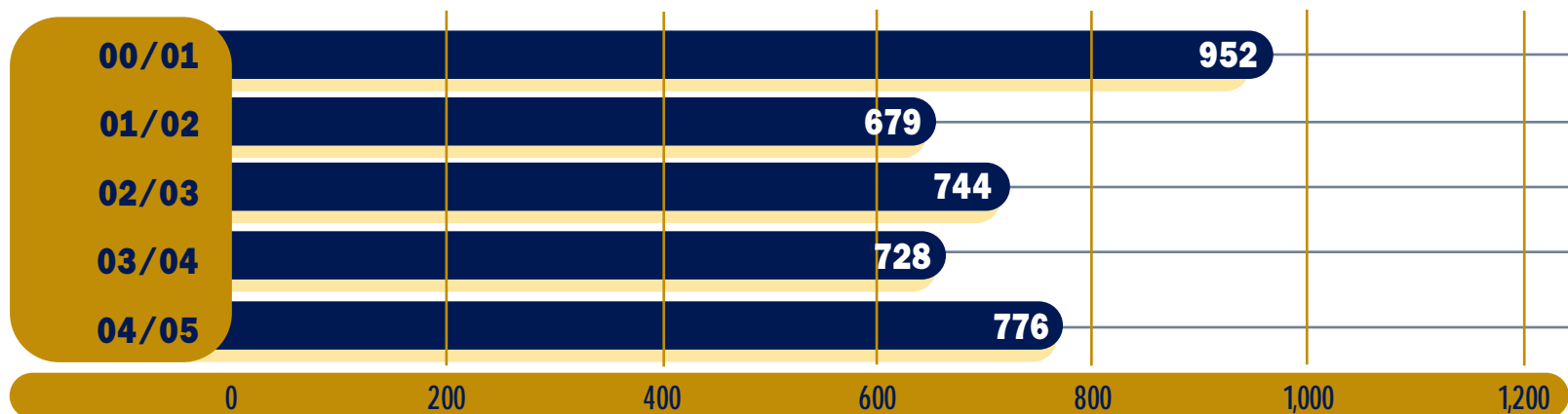
06 = Office/Clerical

07 = Skilled Craftsmen

08 = Service Worker/Maintenance

These figures include all employees under the Unified Personnel System who were eligible for a merit increase except those in the Office of the Property Appraiser, Supervisor of Elections, Tax Collector and the Pinellas Planning Council.

REQUISITIONS PROCESSED



AVERAGE LENGTH OF SERVICE

Exempt Service

Authority	Number of Employees	Average Length of Service (in years)
Clerk of the Circuit Court	71	14.5
Construction Licensing Board	1	4.2
County Administrator	259	12.2
County Attorney	26	11.2
Information Technology	28	11.6
Office of Human Rights	2	16.3
Personnel	15	12.8
Pinellas Planning Council	2	13.7
Property Appraiser	35	14.1
Supervisor of Elections	8	7.1
Tax Collector	53	12.5
Totals	500	12.3

Classified Service

Authority	Number of Employees	Average Length of Service (in years)
Clerk of the Circuit Court	535	9.9
Construction Licensing Board	8	16.1
County Administrator	2,292	11.4
County Attorney	17	6.8
Information Technology	123	10.1
Office of Human Rights	9	6.6
Personnel	29	12.4
Pinellas Planning Council	7	6.4
Property Appraiser	118	12
Supervisor of Elections	21	8.8
Tax Collector	228	8.1
Totals	3,387	10.9

By Gender and Race

Age Group	Male	Female	Asian American	American Indian	Black	Hispanic	White
Under 25	19	20	0	0	9	2	28
25-35	242	269	7	3	79	14	408
36-45	529	575	12	3	233	52	804
46-55	767	644	9	5	203	57	1,137
56-65	441	323	6	3	68	30	657
66 & Over	33	25	0	0	2	4	52
Totals	2,031	1,856	34	14	594	159	3,086
Avg. Age	47.90	47.70	45.30	41.80	44.70	48.00	48.20

By Type of Service

Age Group	Classified	Exempt	All Employees
Under 25	38	1	39
25-35	479	32	511
36-45	954	150	1,104
46-55	1,207	204	1,411
56-65	658	106	764
66 & Over	51	7	58
Totals	3,387	500	3,887
Avg. Age	47.30	49.70	47.60

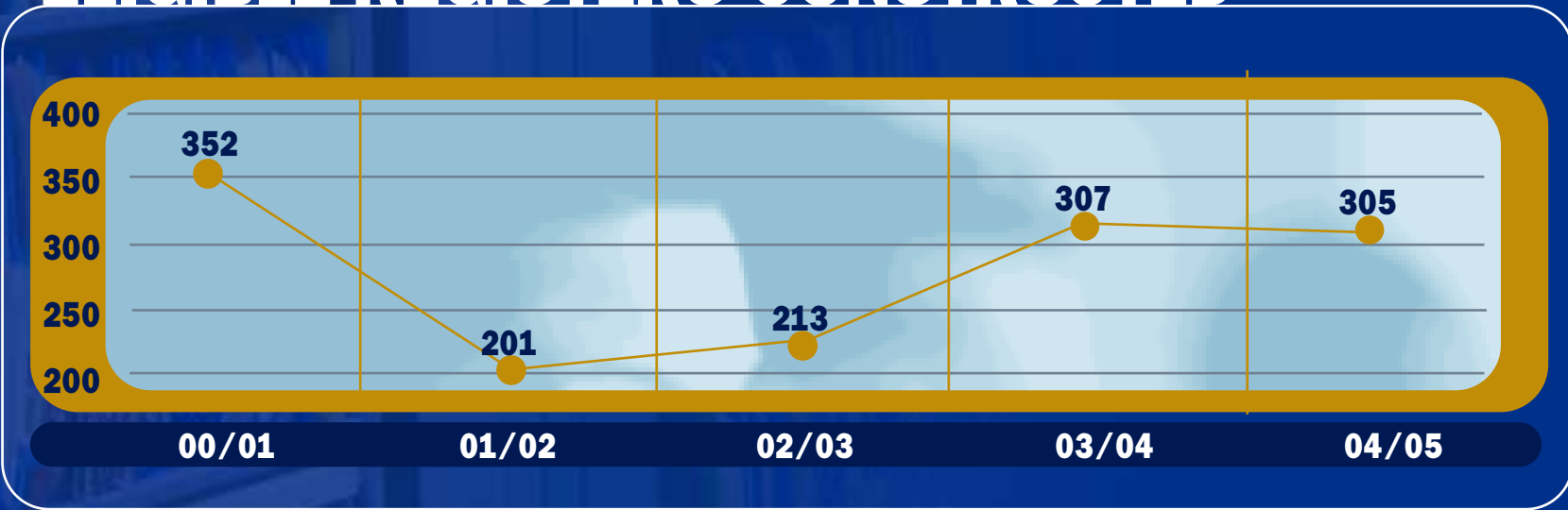
DEMOGRAPHICS

PERMANENT BUDGETED POSITIONS

End of Fiscal Year 04/05	Classified	Exempt	Total
Clerk of the Circuit Court	568	78	646
Construction Licensing Board	9	1	10
County Administrator	2,533	257	2790
County Attorney	16	28	44
Information Technology	115	24	139
Office of Human Rights	10	2	12
Personnel	30	15	45
Pinellas Planning Council	16	2	18
Property Appraiser	117	35	152
Supervisor of Elections	33	11	44
Tax Collector	240	52	292
Totals	3,688	505	4,192

End of Fiscal Year 03/04	Classified	Exempt	Total
Clerk of the Circuit Court	559	79	638
Construction Licensing Board	9	1	10
County Administrator	2,470	249	2,719
County Attorney	17	28	45
Information Technology	117	25	142
Office of Human Rights	10	2	12
Personnel	36	9	45
Pinellas Planning Council	16	2	18
Property Appraiser	122	38	160
Supervisor of Elections	28	10	38
Tax Collector	234	56	290
Totals	3,618	499	4,117

ELIGIBLE REGISTERS CONSTRUCTED



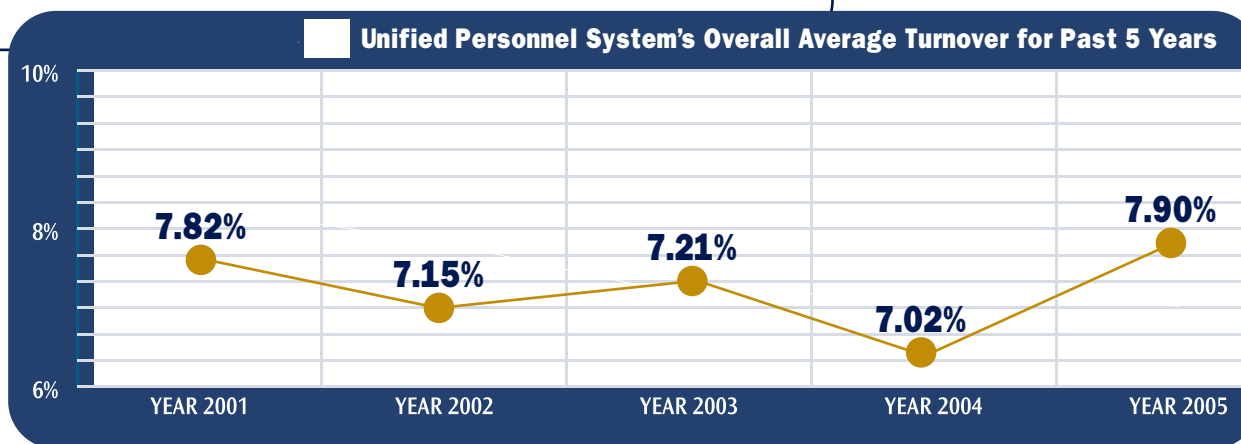
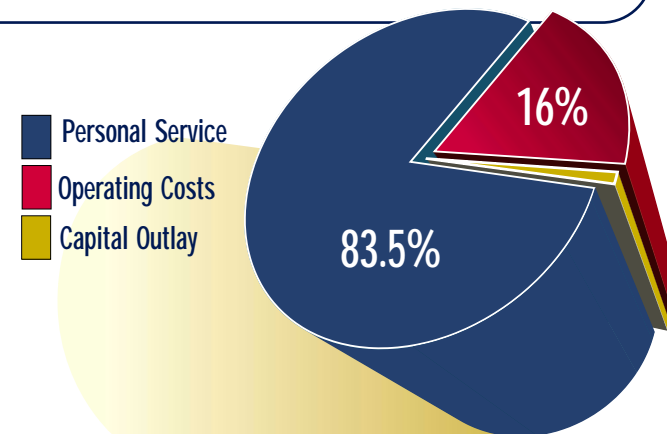
Personnel Department **COMPARATIVE BUDGET STATISTICS**

Account Name	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Personal Services	\$2,612,580	\$2,685,340	\$2,750,250	\$3,236,090	\$3,578,930
Operating Costs	\$537,650	\$529,840	\$644,590	\$730,450	\$691,950
Capital Outlay	\$9,050	\$5,600	\$6,300	\$32,700	\$13,500
Total	\$3,159,280	\$3,220,780	\$3,401,140	\$3,999,240	\$4,284,380
Total Permanent Personnel	42	42	40	45	45

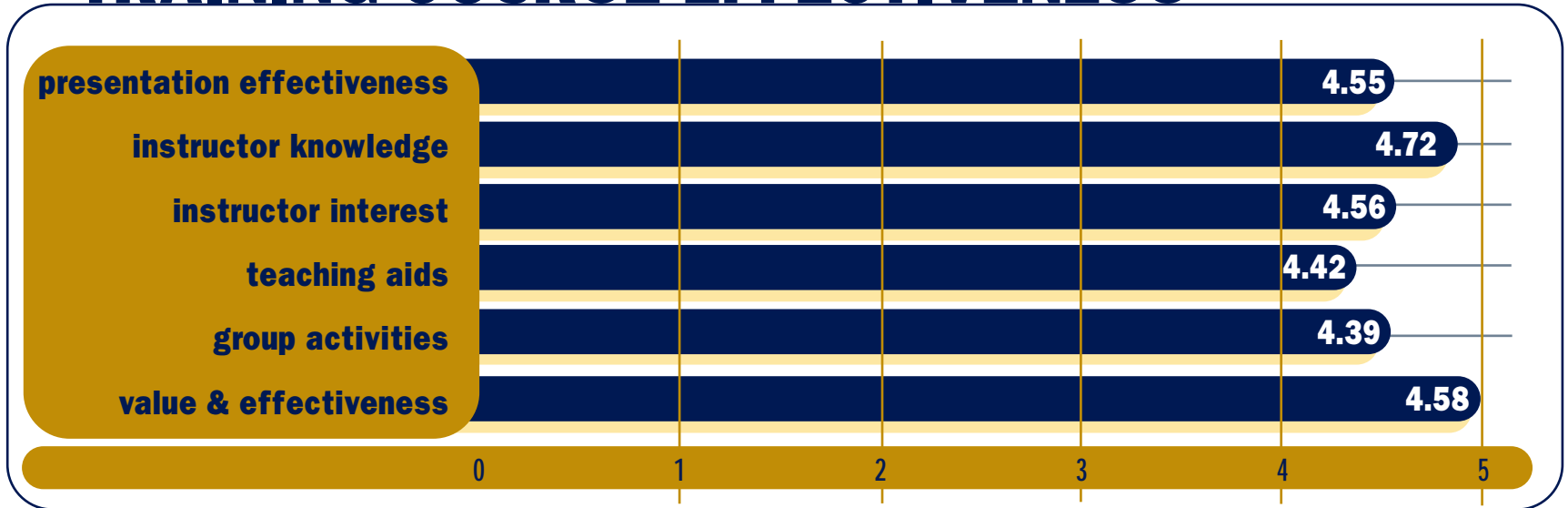
TURNOVER RATES

By Appointing Authority

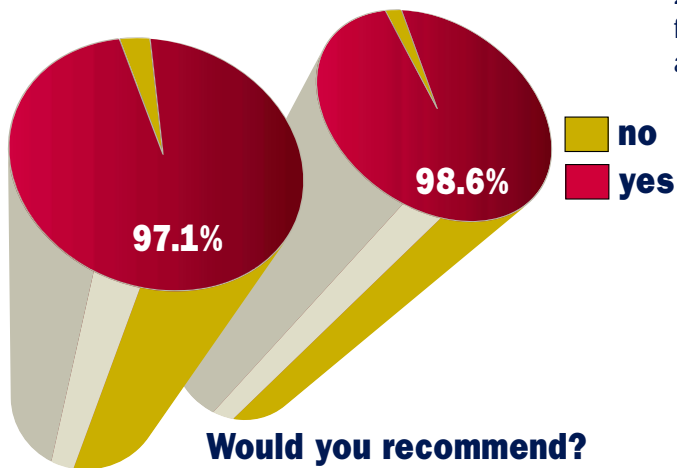
	Encumbered Positions		Terminations		% Turnover	
	2005	2004	2005	2004	2005	2004
Clerk of the Circuit Court	606	615	46	49	7.59%	7.97%
Construction Licensing Board	9	9	0	0	0.00%	0.00%
County Administrator	2,551	2,551	204	184	7.99%	7.21%
County Attorney	43	43	4	1	9.30%	2.33%
Information Technology	151	132	8	8	5.30%	6.06%
Office of Human Rights	11	11	1	0	9.09%	0.00%
Personnel	44	38	3	2	6.82%	5.26%
Pinellas Planning Council	9	8	0	1	0.00%	12.50%
Property Appraiser	153	150	7	6	4.58%	4.00%
Supervisor of Elections	29	35	9	3	31.03%	8.57%
Tax Collector	281	282	25	18	8.90%	6.38%
Total	3,887	3,874	307	272	7.90%	7.02%
Overall Average					7.90%	7.02%



TRAINING COURSE EFFECTIVENESS



At the end of each training course, the Employee and Organization Support division asks participants to rate 6 items on a 5-point scale (1 = Poor, 3 = Average, 5 = Excellent). From September 2004 to July 2005, EOS evaluated 68 course topics in 217 separate training sessions lasting from 1/2-day to four full days. Cumulative results from end-of-course evaluation forms for all of these programs are on a 5-point scale.

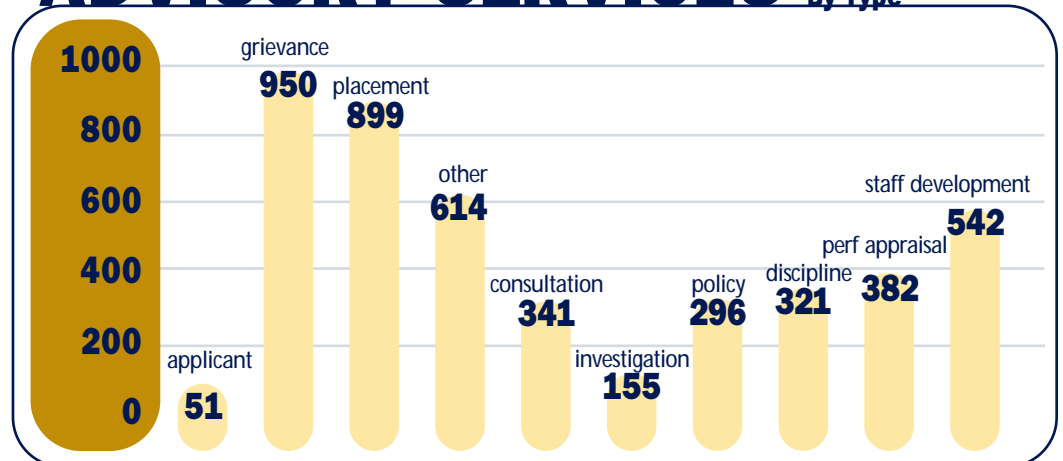


Would you recommend?

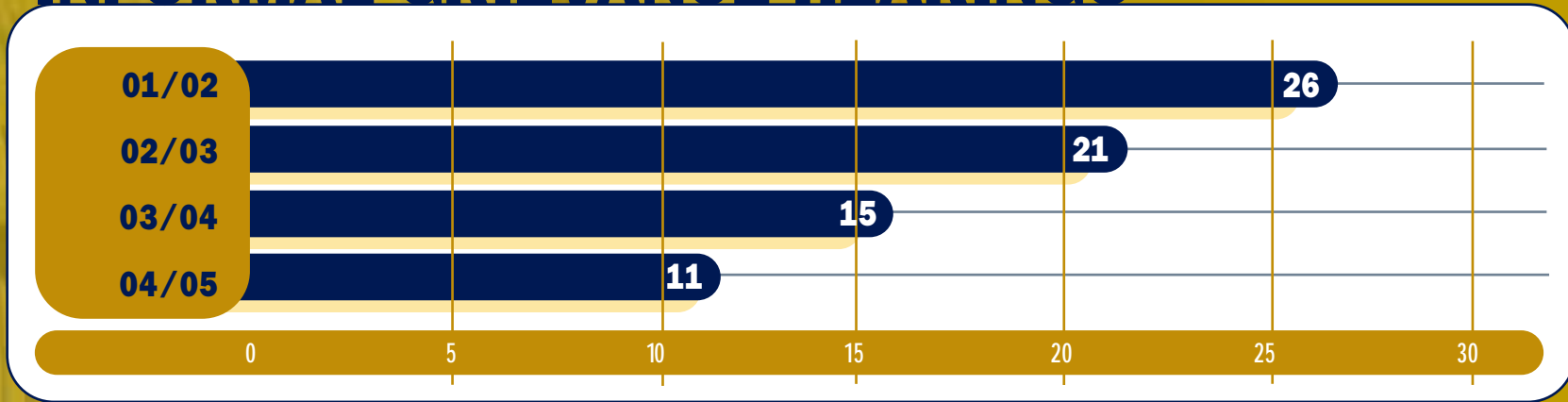
Was this course worth your time and effort?

EOS periodically surveys participants 3-6 months after course attendance with a "Course Effectiveness Survey" mailed for certain selected courses to participants who indicated a willingness to participate in a follow-up survey. Based on a total of 70 responses, the percentage of favorable responses to two key follow-up questions in that survey are shown above.

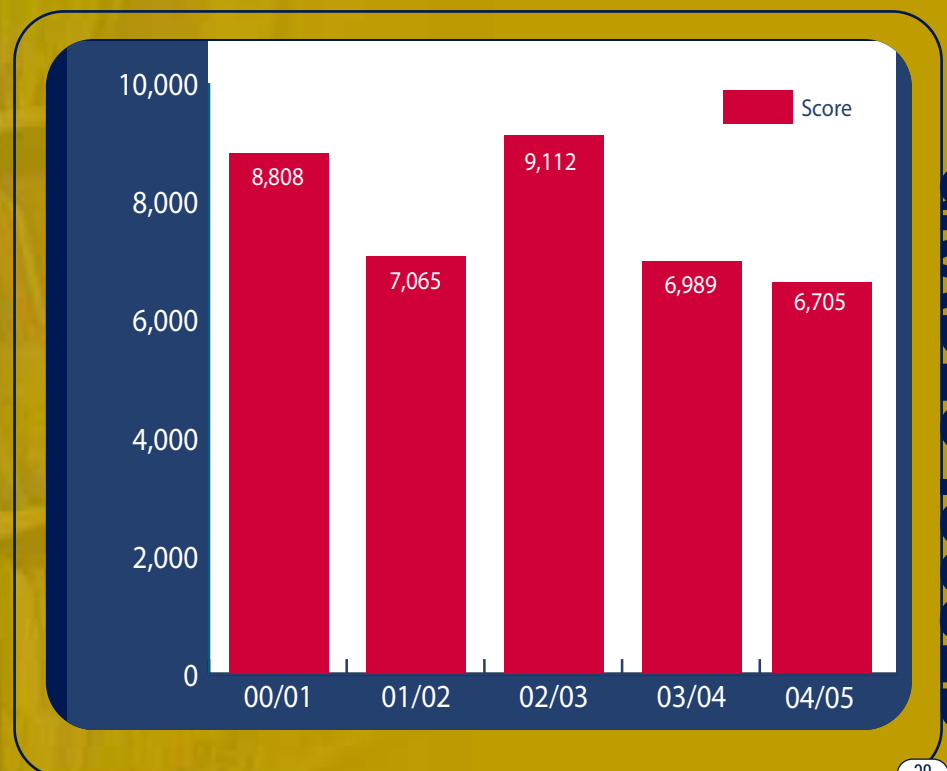
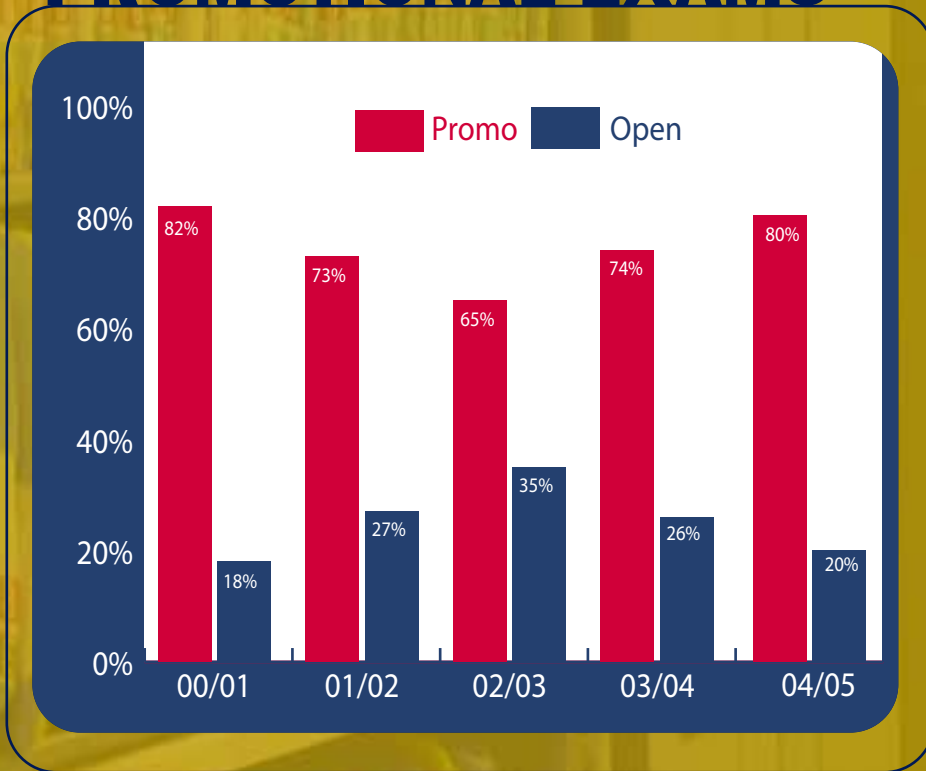
ADVISORY SERVICES By Type



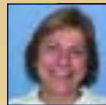
INFORMAL GRIEVANCE HEARINGS



PROMOTIONAL EXAMS



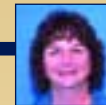
GRADES ISSUED



PEGGY ROWE
Assistant Director



DAVE LIBBY
Director



CATHI ADAMS
Administrative Secretary

records administration section



CHESTER JOHNSON
Human Resources Supervisor



DIXIE SCHRECEMGOST
Admin Support Supervisor



GENE FIELDS
Admin Support Specialist



PEGGY SELLARDS
Admin Support Specialist



JANIE JAMES
Admin Support Specialist



KATHY HULTGREN
Office Specialist



JEFF WITHROW
Human Resources Support Specialist



DEBBIE PECK
Human Resources Technician

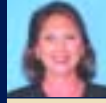
benefits division



LOIS KOECHLEIN
Human Resources Manager



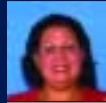
DAVID BLASEWITZ
Human Resources Coordinator



CAROLYN MANN
Human Resources Specialist



MARY FLOCKERZI
Admin Support Specialist



MINERVA SANTIAGO
Admin Support Specialist



SUE ACKLEY
Admin Support Specialist

employee relations



JOYCE LEVESQUE
Human Resources Manager



ARTHUR JEFFERSON
Human Resources Coordinator



JEAN MAGEE
Human Resources Coordinator

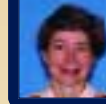


CONNIE CHANCEY
Human Resources Technician

employee communications



RONNIE GOODSTEIN
Human Resources Manager



MARIA I. REILLY
Human Resources Technician

day-to-d
OUR MISSION DRIVES

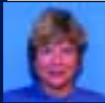
employment & organizational support division



GENE PRESSOIR
Human Resources Manager



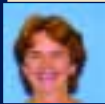
MARGE ROWE
Human Resources Coordinator



NANCY PATULA
Human Resources Analyst

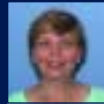


CAROL STRICKLAND
Administrative Support Specialist



KAREN MERCIER
Sr. Office Specialist

employment & testing division



BEVERLY WALDRON
Human Resources Manager



JIM VALLIERE
Human Resources Coordinator



JAMES OWENS
Human Resources Support Specialist



MARY BETH KELLER
Human Resources Technician



JEANNIE PEZZANO
Human Resources Technician



GWEN EVANS
Personnel Aide



NANCY SANDERSON
Sr. Office Specialist



ANNE WAGER
Sr. Office Specialist

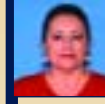


SHARA STUBBINS
Personnel Aide

pay & classification division



ELIZABETH LEWIS
Human Resources Manager



PEGI MCENEANEY
Human Resources Coordinator



JONI REKSTIS
Human Resources Analyst



ALAN GOETZ
Human Resources Analyst



RON BENNETT
Human Resources Analyst



BARBARA MCKEE
Human Resources Support Specialist



GLORIA CASTLEBERRY
Administrative Support Specialist



OUR MISSION

To develop, promote and administer sound and cost-effective personnel policies and procedures that will assure Pinellas County Government a workforce that is fully qualified and trained, justly compensated, fairly treated, well-informed and properly recognized for their contributions to the county and it's citizens.



Pinellas County complies with the Americans with Disabilities Act.
To obtain accessible formats of this document, please contact the Personnel Department at (727) 464-4836.