



September 5, 2018, 12:00 PM
13805 58th Street North, Clearwater, FL.
Conference Dial: 1-844-815-8411
Conference Code: 268-750#

Compensation Committee Agenda

- I. **Welcome and Introductions** Karla Leavelle, Chair

- II. **Action/Discussion Items**
 - 1. Approval of Minutes – April 12,2018 Meeting Page 2
 - 2. Business Services Compensation Page 6
 - A. Incentive Plan..... Page 9
 - B. Job Descriptions..... Page 13
 - C. Executive & Board Discussion Page 20

- III. **Other Administrative Matters**
(Items of urgency not meeting the seven-day guideline for review)

- IV. **Public Comments**

- V. **Committee Members Comments**

- VI. **Adjournment**

Workforce Solutions Committee – September 11, 2018
Board of Directors – September 19, 2018



CareerSource Pinellas and Tampa Bay Joint Compensation Committee Meeting

Date: April 12, 2018 at 11:00am.
Location: 13805 58th Street North, Clearwater, FL, 33760

Call to Order

Following the preceding Joint Ad Hoc meeting, Chairman Michael Mikurak called the meeting to order at 11:15pm. There was a quorum present with the following Compensation Committee members participating.

Committee Members in attendance

Sean Butler (via phone), Jack Geller, Randall King, Michael Mikurak, Lenne Nicklaus, William Price.

Committee Members not in attendance

Dr. Robert Arnold, Darren Veneri

Staff Present

Alice Cobb, Mai Russell, Luna Clarke, Joseph Calhoun.

Guest(s)

Kenneth Jones – Hillsborough Workforce Development (BOCC Liaison)
Shannon Evans (via phone) – Tampa Board member
Mark Puente and Zachary Sampson – Tampa Bay Times

Action Items

Action Item 1 – Approval of Minutes

The minutes December 5th, 2017 Compensation Committee meeting was presented for approval.

Motion: Jack Geller
Second: Lenne Nicklaus/ Randall King

The minutes approved as presented. The motion carried.

Action Item 2 – Incentives for Business Services Staff

The Account Executives and Recruiters within the Business Services Department of CareerSource Tampa Bay and CareerSource Pinellas have received monthly incentives for the past several years in accordance with a plan approved at the beginning of each program year by the President and CEO. These incentives were in addition to these staff's base salary and were earned based on meeting established measurable monthly goals that were developed annually by the President and CEO and the Director of Business Services and distributed to the staff. Currently there are 7 Account Executives and 15 Recruiters within the Business Services Department of CareerSource Tampa Bay and CareerSource Pinellas that are eligible to earn incentives. The entry level salary in the compensation plan for these two positions was determined through the study completed by Evergreen Solutions in June 2016. See salary range below:

Position Title	Minimum Salary	Mid Salary	Max Salary
Recruiter	\$40,000	\$ 52,000.00	\$ 64,000.00
Business Account Executive	\$46,600	\$ 60,600.00	\$ 74,600.00

However, due to the potential to earn incentives (up to \$16,800 annually in Program Year 2017-2018), new staff hired into the Recruiter positions were hired at a salary of \$35,000. In all cases in the last several years, Account Executives were promoted from Recruiters within the organization at a salary of \$45,500 and not recruited/hired from external sources.

Examples of the pre-defined goals established for Account Executive and Recruiter positions for this current program year are shown in Attachment I. These goals, included as examples, were adjusted/revised for "specialty" Account Executive and Recruiter positions. Each month staff report their

actual results, those results are audited and a comparison against goals is completed. If staff exceeds their monthly goals, an established incentive is paid. The incentive plan put into place at the beginning of this program year, July 1, 2017, remains active and the Account Executives and Recruiters continue to earn incentives under this plan. Account Executive and Recruiters' goals change each year; in one previous year for example, the goals were based on a team's achievements. The average incentive earned and paid to Recruiters and Account Executives in calendar year 2017 was \$5,234.76. Graphs showing the amount of incentives earned and paid to each Recruiter and Account Executive in 2016 and in 2017 are shown in Attachment II. Please note that the incentive plan usually changed mid calendar year with the change in our program year which begins July 1st of each year. No other staff within CareerSource Tampa Bay or CareerSource Pinellas, including other Business Services staff, has the opportunity to earn monthly incentives for work accomplished and/or goals met. In addition, in 2016 when Evergreen Solutions surveyed other workforce boards within the state to quantify the incentives they provided to staff, they reported "WorkNet currently offers employees in the Recruiter and Lead Business Services Recruiter additional financial incentives based on successful performance. Evergreen included questions relating to this incentive pay in its survey process. Of those peers that responded to these questions, none provided an incentive for their recruiter positions in the form of a one-time incentive. However, these same peers acknowledged that these employees' placement rates are a major factor in the performance review process, which determines the size and eligibility of employee raises." Finally, questions have been raised in the last few months as to whether the goals included in these incentive plans resulted in practices that are now being questioned as to their allow-ability and appropriateness.

Discussion

The CareerSource Tampa Bay and CareerSource Pinellas Committees and Boards should discuss and determine if these monthly incentives for the Account Executive and Recruiter positions within the Business Services Department are justifiable, relevant, reasonable, defensible, and necessary to accomplish the vision of the Workforce Innovation Act – to "improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of businesses and enhance the productivity and competitiveness of the Nation."

If the Board determines that these monthly incentives for the Account Executive and Recruiter positions within the Business Services Department should continue, then further discussion will be needed on at least the following topics:

- How the incentives plan will be structured going forward (i.e., timing of incentives, difficulty vs. simplicity of plan, etc.),
- The types of goals/objectives that should be established to ensure unintended results are not achieved (what you measure is what you'll get),
- The balance needed in the actual measurable goals that will motivate but not discourage staff,
- The percentage of total salary or amount that should be available to be earned as incentives, and
- Whether or not there will be a cap on the amount of incentive available to be earned.

If the Board determines that these monthly incentives for the Account Executive and Recruiter positions within the Business Services Department should not continue, then further discussion will be needed on at least the following topics:

- Will these incentives be ended immediately or phased out over a period of time,
- What will take the place of these incentives (such as a salary increase, non-monetary incentives, etc.), if anything, and
- Will this put CareerSource Tampa Bay and CareerSource Pinellas at a disadvantage in future recruiting to fill any vacancies in these positions?

No action was taken at this time. The Compensation Committee recommends keeping the incentives plan the way it is, for the time being. Staff and HR will work on provide recommendations on possible options to move forward. The Committee will reconvene in the new fiscal year for further discussion on the matter, after a clearer organizational structure has been established.

Action Item 3– Compensation and Goals for Interim Directors

With the administrative suspension of the CareerSource Pinellas and CareerSource Tampa Bay President and CEO on February 14, 2018 and February 2, 2018 respectively, the Chairs of each Board appointed a current staff Director to serve as Interim Director to oversee the day to day operations of the organization and ensure a continuity of service delivery. As the length of this assignment was

undetermined, no adjustment in compensation was authorized at the time of the appointment. The roles and responsibilities of the Interim Director position are significantly more comprehensive and wide-ranging than the roles and responsibilities of the positions these individuals had before their appointment as Interim. See position descriptions under Attachment I. Juditte Dorcy was the Director of the Youth Department (Director of Programs) overseeing the delivery of services to youth and Jennifer Brackney was a Director of Projects responsible for various special projects such as grant writing and drafting the organization's five year plan.

Goals were established previously by the Compensation Committee and then full CareerSource Pinellas Board for the President and CEO – those annual goals are shown in Attachment II. In this current situation, these goals may or may not be reasonable and applicable for the two Interim Directors. The goals set for the Interim Directors for their previous position's responsibilities are not applicable to this new role as Interim. The salary ranges in the compensation plan for these two Director's and President and CEO positions follow:

Position Title	Minimum Salary	Mid Salary	Max Salary
Director of Projects	\$ 74,000.00	\$ 96,200.00	\$ 118,400.00
Director of Programs	\$ 79,900.00	\$ 103,900.00	\$ 127,900.00
President and CEO	\$ 140,000.00	\$ 182,000.00	\$ 224,000.00

Both the CareerSource Pinellas and CareerSource Tampa Bay Boards have, in publicly noticed meetings, voted to terminate the President and CEO without cause effective with the latest date of a vote by the Board on March 21, 2018.

Discussion

The CareerSource Tampa Bay and CareerSource Pinellas Committees and Boards should discuss and determine if it is justifiable, reasonable, and defensible to adjust the compensation of both Interim Directors, Jennifer Brackney and Juditte Dorcy and, if so, the method of that increase (salary increase, monthly bonus tied to goals accomplished, end of interim assignment bonus tied to accomplishments, etc.) and the amount of the adjustment.

In addition, regardless of the decision on compensation, measureable and meaningful goals should be established for the Interim Directors and a process of evaluation of accomplishments should be designed and implemented.

Attachments

- Attachment I – Position descriptions
- Attachment II – President and CEO annual goals
- Attachment III – Current compensation
- Attachment IV – Accomplishments to date

1st motion: Table this matter until July 2018, and establish specific, smart goals for the Interim Directors to meet. Later on, evaluate their performance based on those smart goals.

Motion: Sean Butler
 Second: Lenne Nicklaus

Roll call was taken for the vote. The motion fails to pass, with 4 NAYs and 2 YEAs.

2nd motion: Compensate both Interim Directors a sum of \$1000 a month, retroactively for every month they have been performing their Interim duties, and for as long as they serve.

Motion: Jack Geller
 Second: Randall King

The Compensation Committee recommends that each Interim Director be compensated an extra one thousand dollars (\$1000) per month, for every month that they have been performing/and continue to do their Interim duties. The motion carried with 4 YEAs and 2 NAYs.

Other Administrative Matters

None

Public Comments

None

Adjournment

The meeting was adjourned at 12:14 PM.

DRAFT



2. Business Services Compensation

To the Compensation Committee,

Effective September 1, 2018, Pinellas and Tampa Bay Career Source began operating independently and there are no shared staff. Six of the employees retained by CareerSource Pinellas have been in positions eligible for a monthly incentive. Two of the employees are business account executives and four are recruiters.

For the past few years individuals in these positions have been eligible for a bonus/incentive pay. Typically, the Compensation Committee would not be involved in decisions about pay for specific staff positions, however given the media attention, it is prudent for the Board to provide guidance as to whether this is a practice that should be continued.

Our objective is to provide guidance as to whether such an incentive plan should be continued.

- If we concur the two positions should have an incentive plan, it does not mean we need to accept the existing program. We can accept the existing program or ask the Human Resources consultant to construct a different plan.
- If we concur that the two positions do not need an incentive plan, we will want to consider if the loss of the incentive pay warrants consideration of an adjustment in base pay.

The following is information on the positions.

Account Executives:

- Current base pay \$45,500
- Last increase to base pay was in 2017
- 2016 average annual incentive earnings (based on calendar year not plan year) \$8,565
- 2017 average annual incentive earnings (based on calendar year not plan year) \$6,398
- 2018 average annual incentive earnings (based on calendar year not plan year) \$100

Recruiters

- Current base pay \$40,000
- Last increase to base pay for two recruiters was in 2017
- 2016 average annual incentive earnings (based on calendar year not plan year) \$9,930 -- only two recruiters earned incentives
- 2017 -- All four recruiters earning incentives. The range for the calendar year was \$600 - \$9,241
- 2018 -- All four recruiters earning incentives. The range for the calendar year was \$450 - \$2,150

Salary Range

The follow is the salary range for the two positions. The data provided indicates this range was established in 2016. It is unclear the source used to establish the ranges.

Position	Entry	Mid-point	Maximum
Account Executive	\$46,600	\$60,600	\$74,600
Recruiter	\$40,000	\$52,000	\$64,000

ATTACHMENTS for your information

- The 2017-2018 incentive plan is **Attachment A**. This plan had an effective date of July 1, 2017-June 30, 2018. A different plan was in place for the 2016-2017 fiscal year.
- **Attachment B** contains the job descriptions for both positions.
- **Attachment C** is from the 08-01-18 Executive Committee meeting. It is a summary of an action item regarding the incentive plans. Also included is a follow-up to that discussion, that is to be presented at the 09-05-18 Executive Committee.

Karla Leavelle

Compensation Committee Chair

Attachment A

Business Services Incentive Plan – Effective as of July 1, 2017



CSTB & CSPIN - Business Services PY 2017-2018 Staff Performance Incentive Grid Summary

Each position entails job duties and responsibilities which must be met at a minimum if we are to succeed as a department and organization. For Recruiters and Account Executives that perform their job functions at levels exceeding minimum expectations, they have the ability to receive monthly incentives.

Incentive Performance measures have been selected from your job functions that are important to our organization's overall continued success. Meeting the minimum threshold under each performance measure will deem you eligible to begin receiving incentive payments. The incentive payments will be based on individually meeting and exceeding minimum thresholds for all incentivized performance measures, in addition to meeting minimum thresholds for non-incentivized performance measures. Performance incentives are inclusive of all CSTB & CSPIN offices and are subject to change at any time.

The following criteria, limitations and restrictions will be used when calculating incentives on a monthly, quarterly and annual basis:

General Guidelines

- The Monthly Maximum Incentive Amount is \$1,400 (*\$16,800 yearly maximum*) effective August 1, 2017 to June 30, 2018 and is to be paid on the last pay period of the subsequent month.
- Performance measures for Performance Incentives are defined on the 2017-2018 Staff Performance Incentive Grid.
- After one full month of employment as a recruiter, new hires will be eligible to participate and earn Performance Incentives beginning at month two (2) of employment.
- No dollar amount or metric numbers will carry forward at the end of each quarter. Partial monthly payouts, payout advances, or recouping are not available.
- Staff must meet the minimum threshold under each category in order to become eligible for incentives. Your performance above the minimum threshold will determine which incentive tier amount you meet. Recouping of missed incentives will not be available.
- Staff are expected to meet minimum expectations of all performance measures to include both non-incentivized and incentivized categories. Staff who continually fail to meet minimum performance thresholds for three (3) consecutive months will be subject to disciplinary action. The monthly performance reports will serve as official documentation of incidents as outlined in the WorkNet Pinellas Employee Handbook.
- **For compliance purposes of all state and federal funds, all submitted information on monthly forms will be internally and externally audited. Incentives are not contractual wages. If a staff member, including the Account Executive who is responsible for reviewing and validating individual staff performance, is deemed to have provided any false, misleading, or altered information on the monthly form, it will be considered Fraud resulting in immediate disciplinary action and/or termination.**

Report Submission Guidelines

- Monthly report submissions, in excel format, are due by the 5th to Business Services Reports for initial review by the Audit Team. Upon final review by management, reports will be returned to staff for required signatures and should be sent, in PDF format, by the end of the month to Business Services Reports.
- Do not modify the report template from its original format. Modified forms will be rejected and staff will be reprimanded and required to re-submit.
- Complete the report in its entirety by providing all data requested under each category as to validate your performance. Failure to do so will result in staff receiving no credit for those items that the Audit Team cannot validate. Incomplete or late reports submissions will not be processed and will be ineligible for incentives. If you are in doubt about anything on the form, please direct all questions to your supervisor for clarity prior to submittal.

CSTB-Business Services

Account Executive

Staff Performance Incentive Grid PY 2017-2018

Incentives will be based on a tier system for the following performance measures:

Monthly Staff Incentive Summary	Maximum Monthly	Maximum Annual
<p>1. Direct Placements <i>Credit will only count if the placement is a direct result of a staff referral to a job order in EFM. Placement must be determined eligible, employment verification confirmed (person worked at least one day), and EFM documentation (activity code) completed <u>before</u> placement can be taken. Staff referral made to the job order after start date will not count. Regarding on-site recruiting events, staff referral must be made prior to or up to the date of the event in order to receive credit. (Referring from an on-site recruitment event sign-in sheet is strictly prohibited).</i></p> <p><i>(Excludes Job Development Placements, any and all employer hire lists, on-site hire lists, and OJT/PWE hire lists submitted by employers).</i></p>	500	6000
<p>2. New OJT/PWE Contract with Job Order <i>Signed contract must be from new employers (no previous signed contract) or current employers who have been inactive in OJT/PWE participation for the last 12 months. In order to receive credit, the signed contract must be accompanied with a job order submitted directly by staff and posted to EFM.</i></p>	250	3000
<p>3. Job Order Fulfillment (within 30 days) <i>Job Order must be "max-placed" within 30 calendar days from the date created in EFM as a direct result of a staff referral and direct placement. Only exception given will be when the staff referral and employer hiring decision has been made within the 30 calendar days, however, the official start date is beyond the 30 calendar days. In such case, email documentation will need to be submitted to Audit Team for validation and approval in order to receive credit.</i></p> <p><i>(Excludes Job Development Placements, Obtains, any and all previous or existing employer hire lists, on-site hire lists, and OJT/PWE hire lists submitted by employers).</i></p>	250	3000
<p>4. New Employer Hire Lists <i>Employer Hire list must be submitted directly by staff from a new employer (no previous hire list submitted in last 12 months) to Centralized. In order to receive credit, existing hire lists must be maintained on an on-going basis and submitted along with any new hire list received.</i></p> <p><i>(Excludes any and all previous or existing employer hire lists, on-site hire lists, and OJT/PWE hire lists submitted by employers).</i></p>	200	2400
<p>5. Tech-Hire Placements <i>Any placement resulting from direct sourcing of a candidate that is deemed eligible for the following programs: (1) Tech Hire ABC Enrollments & (2) Tech Hire Training Completers.</i></p> <p><i>Credit will only count if the placement is a direct result of a staff referral to a job order in EFM. Placement must be determined eligible, employment verification confirmed (person worked at least one day), and EFM documentation (activity code) completed <u>before</u> placement can be taken. Staff referral made to the job order after start date will not count. Regarding on-site recruiting events, staff referral must be made prior to or up to the date of the event in order to receive credit. (Referring from an on-site recruitment event sign-in sheet is strictly prohibited). For Tech Hire ABC Enrollments, Tech Hire application must be scanned and submitted by staff prior to candidate's start date and approved by Processing Team in order to receive credit.</i></p> <p><i>(Excludes Job Development Placements, any and all employer hire lists, on-site hire lists, OJT/PWE hire lists submitted by employers, and obtains. Obtains, if applicable, should be listed for credit under Job Developments and Obtains).</i></p>	200	2400
TOTALS	\$1,400	\$16,800

CSTB-Business Services

Recruiter

Staff Performance Incentive Grid PY 2017-2018

Incentives will be based on a tier system for the following performance measures:

Monthly Staff Incentive Summary	Maximum Monthly	Maximum Annual
<p>1. Direct Placements <i>Credit will only count if the placement is a direct result of a staff referral to a job order in EFM. Placement must be determined eligible, employment verification confirmed (person worked at least one day), and EFM documentation (activity code) completed <u>before</u> placement can be taken. Staff referral made to the job order after start date will not count. Regarding on-site recruiting events, staff referral must be made prior to or up to the date of the event in order to receive credit. (Referring from an on-site recruitment event sign-in sheet is strictly prohibited).</i></p> <p><i>(Excludes Job Development Placements, any and all employer hire lists, on-site hire lists, and OJT/PWE hire lists submitted by employers).</i></p>	600	7200
<p>2. Job Development Placements & Obtains Job Development: <i>Credit will only count if the placement is a direct result of a staff referral to a job order in EFM. Proper documentation of 114 activity and/or general case note, 123 activity with corresponding case note, staff referral, and placement EFM documentation (activity code) must be processed <u>before</u> placement can be taken. (Refer to JD Desk Guide/Process in its entirety to receive proper credit).</i> Obtains: <i>A staff member may claim an Obtain if you verified employment directly with the job seeker, properly case noted the interaction in EFM, and submitted the Employment Verification (EV) form to "Return to Work." Processing Team will determine eligibility, complete EFM documentation (880 activity code), and case note. Processing Team will send an approval or denial email to staff. Audit team will confirm with Processing Team the approval email and EFM 880 activity code with an employment verification case note in order to receive credit.</i></p> <p><i>(Excludes any and all employer hire lists, on-site hire lists, and OJT/PWE hire lists submitted by employers).</i></p>	300	3600
<p>3. PWE/OJT Placements <i>Any placement resulting from direct sourcing of a candidate that is deemed eligible for PWE/OJT programs and hired by an employer with a signed OJT/PWE agreement. Credit will only count if the placement is a direct result of a staff referral to an OJT/PWE job order prior to the start date. Placement must be determined eligible, employment verification confirmed (person worked at least one day), and EFM documentation (activity code) completed <u>before</u> placement can be taken. Staff referral made to the job order after start date will not count. Regarding on-site recruiting events, staff referral must be made prior to or up to the date of the event in order to receive credit. (Referring from an on-site recruitment event sign-in sheet is strictly prohibited).</i></p> <p><i>(Excludes Job Development Placements, any and all employer hire lists, on-site hire lists, and OJT/PWE hire lists submitted by employers).</i></p>	200	2400
<p>4. Specialty Placements <i>Any placement resulting from direct sourcing of a candidate that is deemed eligible for the following programs: (1) WIOA Training Completers, (2) WIOA ABC Application Enrollments, (3) CPC/Science Center Completers, (4) Tech Hire ABC Enrollments & (5) Tech Hire Training Completers.</i></p> <p><i>Credit will only count if the placement is a direct result of a staff referral to a job order in EFM. Placement must be determined eligible, employment verification confirmed (person worked at least one day), and EFM documentation (activity code) completed <u>before</u> placement can be taken. Staff referral made to the job order after start date will not count. Regarding on-site recruiting events, staff referral must be made prior to or up to the date of the event in order to receive credit. (Referring from an on-site recruitment event sign-in sheet is strictly prohibited). For WIOA ABC and Tech Hire Enrollments, application must be submitted prior to candidate's start date and approved by Processing Team in order to receive credit.</i></p> <p><i>(Excludes Job Development Placements, any and all employer hire lists, on-site hire lists, OJT/PWE hire lists submitted by employers, and obtains. Obtains, if applicable, should be listed for credit under Job Developments and Obtains).</i></p>	300	3600
TOTALS	\$1,400	\$16,800

Attachment B

Job Descriptions for Business Services Account Executive & Recruiter

WorkNet Pinellas

Classification Description

Classification Title: Account Executive
Department: Business Services
Pay Grade: 24
FLSA Status: Exempt

Purpose

This position is responsible for the frontline of WorkNet Pinellas' service to employers requiring management of various service options. It is responsible for meeting customer satisfaction, placement and sales goals through continual communication with various employers as well as the direction and supervision of their team of recruiters and through coordination with other WorkNet Pinellas staff and partner agencies.

Job Duties and Responsibilities

Essential Functions:

- Establish and maintain relationships with employers
- Manage employer expectations. Explain and emphasize "We want a 10" philosophy
- Increase the number of employers who list demand occupation and high wage jobs with WorkNet
- Reference to and document other job boards
- Contacting employers on a regular basis to generate new business, review existing job order activity and solicit additional job orders or services
- Ensure job orders are clearly written, non-discriminatory, and provide a fair representation of the knowledge, skills, and abilities required by the employer
- Examine requirements of the job to make sure they are reasonable, given the essential tasks and salary
- Market all facets of WorkNet Pinellas services available to employers
- Communicate and explain WorkNet's programs, systems and process
- Offer other services, depending on what openings an employer has, and what information an employer provides at follow-up
- Monitor staff referrals to job orders to insure quality
- Identify new job orders listed daily basis to schedule acknowledgement telephone calls to employers

- Pull reports regularly to ensure follow-up and other contacts are being done
- Check job orders to ensure recruiters and other personnel are providing quality customer service
- Ensure all services are provided in compliance and properly documented
- Respond to and resolve customer complaints
- Coordinate Business Service activities with other WorkNet Pinellas departments
- Supervise the activities of the recruitment and placement personnel
- Provide training to personnel in relation to outlined job duties and needs of the organization and professional development team
- Participation and organization of job fairs and employment seminars
- Provide direct feedback to Program Directors

Additional Duties:

Perform other duties as assigned

Minimum Education and Training

- Bachelor's Degree in Business or Marketing from an accredited college or university
- Five (5) years experience in direct sales or customer service work with a preference for staffing agency experience or other employer outreach experience or equivalent combination of education, training and/or experience
- Florida Workforce Professional Certification Tier I, II and III required
- Project Management Profession Designation preferred

Job Specifications

- Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits
- Knowledge of principles and procedures for providing customer service, meeting quality standards for services, and evaluation of customer satisfaction
- Knowledge of online job exchange systems and the use of keyword search engines and spidering technology

- Knowledge of Federal & State laws and regulations relating to public employment services, the Workforce Investment Act, and other One-Stop Career Center programs incorporated through Florida's Workforce Innovation Act of 2000
- Ability to communicate effectively orally and in writing
- Knowledge of Microsoft Office products – Word, Excel, PowerPoint, and Outlook
- Ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems
- Skill in supervisory others
- Ability to market, sell, and recruit
- Ability to maintain effective working relationships with others
- Ability to communicate effectively with people of all socioeconomic and situational backgrounds and employers
- Ability to motivate program participants
- Ability to organize and prioritize work to be performed
- Ability to oversee the work of a team engaged in providing specific services, completing specific projects, or assisting other units
- Ability to work in a dynamic environment that requires the incumbent to be sensitive to change and responsive to changing goals, priorities, and needs
- Ability to perform professional-level work dealing with data, people, and technology that relates to administrative, technical, scientific, engineering, accounting, legal, or managerial skills
- Ability to make decisions that govern the activities and behaviors of staff members
- Ability to see, hear, and speak

WorkNet Pinellas Classification Description

Classification Title: Recruiter
Department: Business Services
Pay Grade: 22
FLSA Status: Non-Exempt

Purpose

This position meets the hiring needs of employers by sourcing, qualifying and referring those candidates who fully possess the knowledge, skills and abilities set forth in the employer's job order. It markets placement services to employers and assures job seekers are matched to openings based on qualifications.

Job Duties and Responsibilities

Essential Functions:

- Maintain excellent relations with hiring managers, candidates, and the community
- Work with both Professional Placement Network (PPN) and Transitioning Executives Network (TEN) to ensure services are being delivered to program participants
- Facilitate and coordinate PPN and TEN meetings
- Schedule meetings and arrange for Speakers at various events
- Develop and maintain a network of contacts to help identify and source qualified candidates through multiple means
- Provide follow-up services to employers and insure their expectations are met
- Conduct file searches to identify appropriate job seekers with the skill sets required by the employers' job vacancies
- Ensure the job seeker understands the parameters of the particular programs offered
- Provide or coordinate a *comprehensive assessment* of the customer's strengths and needs, as required or necessary
- Develop an individualized goal-oriented plan (*individual employment plan*) based on specific objectives and local program SOPs to achieve the ultimate goal of stable, unsubsidized employment, as required or necessary
- Address all customer identified needs and barriers with appropriate resolution plans and expected outcome achievement dates in customers' plans; incorporates assessment data, to include but not be limited to the TABE, as required or necessary

- Coordinate the customer's participation in program-specific services (ex. work activity, on-the-job training) and community-based supportive services, providing referral or vouchers, as appropriate, as required or necessary
- Assess and document customer training suitability, as required or necessary
- Provide consistent *employment plan progress checks/training plan progress checks with appropriate modification* to ensure that the objectives are achieved, as required or necessary
- Input data collection and update all progress in appropriate tracking system; Prepare and complete progress reports
- Assist with Job Fairs and Mass Recruitments as needed
- Maintain accurate and well-ordered documentation on candidates, searches, services, and other recruiting activities
- Maintain current information on changes or modifications in programs and services
- Work closely and coordinate initiatives with other members of the One-Stop Center
- Maintain and provide records of initiatives, accomplishments and activities
- Work to achieve the Center's performance goals

Additional Duties:

Perform other duties as assigned

Minimum Education and Training

- Bachelor's Degree in Business or Marketing from an accredited college or university
- Three (3) years of experience recruiting or equivalent combination of education, training and/or experience

Job Specifications

- Knowledge of all recruiting components including, but not limited to, sourcing, qualifying, networking, assessing, legal, job analysis, wage and salary trends, and relationship management
- Basic knowledge of hiring process and local labor market
- Ability to communicate effectively both orally and in writing
- Ability to gather facts, overcome differing semantics, probe for details

- Excellent telephone communication skills and technique
- Excellent interpersonal skills with a commitment to a customer-focused service delivery system
- Ability to use computers for data entry, notes, Internet, and reports
- Ability to initiate and maintain excellent working relations with local employers
- Demonstrated ability to command the attention and respect of senior level leaders.
- Ability to handle sensitive and confidential information appropriately
- Strong initiative and solid judgment abilities/skills
- Ability to work in a dynamic environment that requires the incumbent to be sensitive to change and responsive to changing goals, priorities, and needs
- Ability to determine approach for doing work based on guidelines given by supervisor
- Ability to perform specific procedures that may result in interaction with co-workers, citizens, or other individuals
- Ability to see, hear, and speak

Attachment C

Executive and Board Meeting Discussion



08-01-18 Executive Committee - Action Item 8

Business Services Incentive Pay Review

Background: The Business Services department of CareerSource Pinellas established an incentive program for its employee recruiters and account executives beginning July 1, 2016. Each participating employee in this program was given an incentive grid relative to his or her position with an attached copy of the guidelines for the program.

The incentive grid is a chart that gives the employees a name and description of the areas in which their performance will be measured, the overall weight given to each area, and both the maximum monthly and annual amount that they are able to earn by achieving their established goals. Incentives are generally related to success in job placements with participating employers.

In the original program employees could earn up to \$1,000 per month with a maximum of \$12,000 per year. Monthly payments were calculated based upon the percentages achieved in various established performance categories which ranged from four to six depending on job type. However, if an employee failed to achieve 70 percent of his or her overall monthly goal, he or she was not eligible for any incentive pay for the month, and the performance report indicating the subpar performance would serve as official documentation of an incident.

Effective August 1, 2017, there were changes to the guidelines governing this program. As a part of the changes, there was an increase in the amount that could be earned, rising from \$1,000 to \$1,400 per month. In addition, there was an update in the scaling system

The Audit firm of Powell & Jones conducted an audit of the internal controls in the month of June and found that for the thirteen months of this program, there were 48 instances or approximately 65 percent of those who did not achieve the 70 percent performance level, where their performance was adjusted to qualify for the incentive payment. However, from the time that there was a revision to the guidelines any increase in pay was documented on the summary report given to the Director of Business Services by a brief explanation for its justification.

Recommendation: Approval to engage Powell & Jones CPAs to review the incentives given during the 13-month period, to Business Services Staff. The review would include verifying whether the listed statistics for the incentives paid could be traced to outside verifiable data. It would also compare the total compensation paid to each employee to the established pay ranges for their position classifications. The total estimated cost for this review is between \$5000 and \$8000.



09-05-18 Executive Committee - Discussion Item 3

Communication with Pinellas County Inspector General

Background:

At the August 1, 2018 Executive Committee meeting, an action item was presented, requesting to engage the services of Powell & Jones CPAs to review the incentives given to Business Services staff, during a 13-month period, from July 1, 2016 to August 1, 2017.

The Executive Committee recommended tabling this item until a determination and/or quote is received from the Pinellas County Inspector General (Clerk of the Court), regarding whether to engage in an expanded review and how much it would cost for their office to conduct a review of the Business Services Incentives.

Outcome:

As requested, management communicated with the Pinellas County Inspector General regarding the matter. Inspector Collazo's answer reads in part: *"The [Powell & Jones] report cited above contains sufficient evidence to form an opinion, and auditing another sample may not provide additional benefit, considering the engagement cost and action already taken by management. However, should the CareerSource Pinellas Board want us to perform a limited scope audit, we would require signing a memorandum of understanding, and request access to the entire work product of Powell & Jones. Due to our current workload, the earliest date we could start the engagement is September 24, 2018."*

Please see attached for the full memo from the Pinellas County Inspector General.



Ken Burke, CPA

CLERK OF THE CIRCUIT COURT AND COMPTROLLER
PINELLAS COUNTY, FLORIDA

Clerk of the County Court
Recorder of Deeds
Clerk and Accountant of the Board of County Commissioners
Custodian of County Funds
County Auditor

Division of Inspector General

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Fraud Hotline: (727) 45FRAUD (453-7283)
Clerk's website: www.mypinellasclerk.org

TO: Jennifer Brackney, Interim Executive Director
CareerSource Pinellas

FROM: Hector Collazo Jr., Inspector General/Chief Audit Executive
Division of Inspector General 

SUBJECT: Independent Accountants' Report On Applying Agreed-Upon Procedures

DATE: August 6, 2018

In response to your request to conduct a limited scope audit of the Business Services Department incentive pay program, the Division of Inspector General management reviewed the Independent Accountants' Report On Applying Agreed Upon Procedures (Report), issued June 27, 2018, by Powell & Jones, Certified Public Accountants you provided us. The incentive pay program offered monthly financial incentives to employee recruiters and account executives who reached 70% of their established monthly job placement goals. The Report concluded:

"... under the original program guidelines the amount being earned per the records of the employee and the review team was regularly being raised to meet the minimum 70 percent achievement rate necessary to receive the minimum payment. There was no documentation to support these overrides. ... For the thirteen months of this program there were 48 instances or approximately 65 percent of those who did not achieve the 70 percent performance level, where their performance was adjusted to qualify for the incentive payment."

Based on our conversation, it is our understanding that CareerSource Pinellas management terminated the incentive pay program, and is not seeking reimbursement from those employees who did not achieve the 70 percent performance level. The *International Standards for the Professional Practice of Internal Auditing*, Standard 1220.A1 states, "*Internal Auditors must exercise due professional care by considering the: ... Cost of assurance in relation to potential benefits.*" The Report cited above contains sufficient evidence to form an opinion, and auditing another sample may not provide additional benefit, considering the engagement cost and action already taken by management. However, should the CareerSource Pinellas Board want us to perform a limited scope audit, we would require signing a memorandum of understanding, and request access to the entire work product of Powell & Jones. Due to our current workload, the earliest date we could start the engagement is September 24, 2018.

cc: Ken Burke, CPA, Clerk of the Circuit Court and Comptroller