



February 3, 2022 – 11:00 AM  
EPI Center - 13805 58<sup>th</sup> Street North  
Clearwater, Florida 33760  
Boardroom

**Virtual Zoom Meeting Option**

\*Join via Zoom – Meeting ID: 338 034 9468

[Zoom Link](#)

\*Dial In via Phone – Meeting ID: 338 034 9468

Phone: +1 646-558-8656

## Compensation Committee

### Agenda

- I. **Welcome and Introductions**..... Candida Duff, Chair
- II. **Public Comments**
- III. **Action/Discussion Items**
  - 1. Approval of Minutes – October 7, 2021, Compensation Committee Meeting ..... Page 1
  - 2. Approved Minutes – December 15, 2021, Special Meeting of the Board of Directors ..... Page 10
  - 3. Executive Compensation
  - 4. Recommendations for Employee Engagement ..... Page 24
  - 5. Discussion: Recommendations to Realign and Elevate Customer Engagement.....Page 29
- IV. **Information Items**
  - 1. Compensation Summary Report..... Page 32
  - 2. Pay Range by Job Family ..... Page 34
  - 3. Organizational Chart ..... Page 36
  - 4. Performance Review.....Page 38
  - 5. Evaluation Report ..... Page 44
  - 6. Website Update ..... Page 48
  - 7. DEO Inquiry Response
- V. **Committee Members Comments**
- VI. **Adjournment**

**Next Compensation Committee Meeting – April 7, 2022**

*\*All parties are advised that if you decide to appeal any decision made by the Board with respect to any matter considered at the meeting or hearing, you will need a record of the proceedings, and that, for such purpose, you may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

*\*If you have a disability and need an accommodation in order to participate in this meeting or would like to make a public comment, please contact the Executive Assistant at 727-608-2551 or email at [admin@careersourcepinellas.com](mailto:admin@careersourcepinellas.com) at least two business days in advance of the meeting or you are welcome to make public comments at the meeting following the process as outlined during the meeting.*

Collaborate.

Publicize.

Improve.

Engage.





## **ACTION ITEM 1**

### **Approval of Minutes**

In accordance with Article VII, Section 1(H), of the approved WorkNet Pinellas By-Laws: Minutes shall be kept of all Board and Committee meetings. Minutes shall be reviewed and approved at the next CareerSource Pinellas Board or Committee meeting as appropriate.

The official minutes of meetings of the Board and Committees of the Board are public record and shall be open to inspection by the public. They shall be kept on file by the Board Secretary at the administrative office of CareerSource Pinellas as the record of the official actions of the Board of Directors.

The draft minutes from the October 7, 2021, Compensation Committee meeting have been prepared and are enclosed.

### **RECOMMENDATION**

Approval of the draft minutes, to include any amendments necessary.

**CareerSource Pinellas  
Compensation Committee Minutes**

**Date:** October 7, 2021 – 11:00 am

**Location:** \*Virtual Zoom Meeting

**Call to Order**

Committee Chair, Candida Duff called the meeting to order at 11:00 a.m. There was a quorum with the following members participating.

**Committee Members in attendance**

Candida Duff, Barclay Harless, Jack Geller, Debbie Passerini, Scott Thomas

**Committee Members absent**

Amy Van Ness, Michael Logal, Michele Mathews

**Staff Present**

Jennifer Brackney, Jacqueline DuChene-Heyward, Leah Geis

**General Counsel Present**

Stephanie Marchman

**Action Item 1 – Approval of Minutes**

The minutes from the August 5, 2021, Compensation Committee meeting were presented for approval.

Motion:	Jack Geller
Second:	Scott Thomas

**The minutes were approved as presented. The motion carried unanimously. There was no further discussion.**

**Action Item 2 – Executive Compensation**

The Grantee-Subgrantee Agreement between Florida Department of Economic Opportunity and CareerSource Pinellas states that:

No changes to compensation for executive staff of the Board are allowed without documented Board approval and must be in alignment with local policies and procedures. The Board shall ensure that all bonuses, pay raises, and benefits are reasonable and necessary for the successful performance of the award and are a prudent use of federal funds.

The purpose of this requirement is full and open disclosure that the Board is specifically aware of the compensation for executive staff. At the May 19, 2021, Board meeting, the Board approved the Annual Evaluation process and the range for either merit increases or one-time performance stipends of 0%-5%. All employees' merit increases or performance stipends were within the approved range including the organization's Chief Financial Officer, Steve Meier, who is considered part of the executive staff.

Employee	Position	Salary Effective:		Increase	
		7/1/2020	7/1/2021	Dollar	Percentage
Steve Meier	CFO	\$ 131,250.34	\$ 137,812.74	\$ 6,562.40	5.0%

**Recommendation**

Approval of the Chief Financial Officer's salary of \$137,812.74, effective July 1, 2021, to comply with the requirements of DEO's Grantee-Subgrantee agreement.

**Discussion:** Debbie Passerini wanted to verify that when we previously approved the CFO's review, it was positive and there was no kind of indication that there were previous corrective actions taken against him earlier in the year. Jennifer Brackney responded that no corrective action was taken, it was a good review and he was at the 5% level. Steve Meier, CFO does need to focus on building a finance team to address all aspects of finance including procurement, contracts, and reporting. Barclay Harless asked if the pay would be retroactive back to July 1<sup>st</sup>. Jennifer Brackney stated that yes, it is retroactive to July 1<sup>st</sup>.

Motion:	Barclay Harless
Second:	Jack Geller

**The Compensation Committee made a motion to approve of the Chief Financial Officer's salary of \$137,812.74, effective July 1, 2021, to comply with the requirements of DEO's Grantee-Subgrantee agreement. The motion carried unanimously.**

### **Action Item 3 – One-Stop Operator and Workforce Solutions**

CareerSource Pinellas continues to navigate change as the organization maintains ongoing efforts to raise the bar and reinforce a culture of integrity, accountability, and transparency.

CareerSource Pinellas would like to initiate the process for exploring available, alternative options for managing day-to-day operations of multiple Career Resource Centers in Pinellas County, Florida and for delivering a broad range of federally mandated workforce services to employers and job seeking customers in the region in accordance with the federal Workforce Innovation and Opportunity Act (WIOA) and other governing laws and rules.

**Background:** CareerSource Pinellas currently provides direct services as approved by CareerSource Florida. CareerSource Pinellas is the employer of record for 47 employees and manages the DEO state merit and veteran staff. The entity currently contracted to serve as the one-stop operator is Kaiser Group, Inc. dba Dynamic Works.

The primary objective is to provide a high quality, integrated workforce services program using a model of operation that is responsive to the needs of employers and residents of Pinellas County. At present, CareerSource Pinellas has five career center locations strategically located in Pinellas County. Currently, two of the three Career Resource Centers are considered full-service centers. The full-service locations include the integrated employment and career development system coordinated and structured by CareerSource Pinellas. Currently, satellite career center services consist of case management services, walk-in services, and delivery of other basic services (resume writing, job search, etc.).

The Career Resource Centers have two primary customers: employers and job seekers. The Career Resource Centers also provide job seeker customers with training and employment opportunities using an integrated case management system for the delivery of workforce services to customers eligible under Welfare Transition (WT); Workforce Innovation and Opportunity Act (WIOA); Supplemental Nutrition Assistance Program (SNAP); Trade Adjustment Assistance, (TAA); Wagner-Peyser (WP); Veteran; and Reemployment Services and Eligibility Assessment (RESEA) programs.

CareerSource Pinellas is also designated as the administrative entity and grant recipient for federal workforce investment programs in Pinellas County, Florida.

### **Recommendation**

Approval to initiate the process for exploring available, alternative options for managing day-to-day operations of multiple Career Resource Centers in Pinellas County, Florida and delivering a broad range of federally mandated workforce services to employers and job seeking customers in the region in accordance with the federal Workforce Innovation and Opportunity Act (WIOA) and other governing laws and rules.

**Discussion:** Barclay Harless would like to see research as to who is using alternative options for managing day-to-day operations of multiple Career Resource Centers, and how they're scoring on all the metrics that we now have to follow and see if it is leading to performance upgrades. Debbie Passerini was not sure that this action item was a great fit for the compensation meeting, but she assumed it was because the supervising and monitoring of staff component that it's coming here to this committee.

Debbie Passerini feels ok to move forward with this, but everyone else needs to know about it. Jennifer Brackney stated that it would be taken to the Board of Directors for discussion. Jennifer Brackney stated that this is not an action item to move to an RFP; we are just looking at potential options. There are two options, one career services can be operated in house or outsourced to a contractor that manages staff that are providing the services or, as we currently have, a hybrid approach. It is mandated through WIOA that we contract out the One-Stop Operator. The One-Stop Operator grant expires in June 2022. The third renewal for the youth contract is due in June 2022. CareerSource Tampa Bay moved to a contracting model for their career and workforce services last year.

Motion:	Barclay Harless
Second:	Jack Geller

**The Compensation Committee made a motion to approve the initiation of the process for exploring available, alternative options for managing day-to-day operations of multiple Career Resource Centers in Pinellas County, Florida and delivering a broad range of federally mandated workforce services to employers and job seeking customers in the region in accordance with the federal Workforce Innovation and Opportunity Act (WIOA) and other governing laws and rules. The motion carried unanimously. There was no further discussion.**

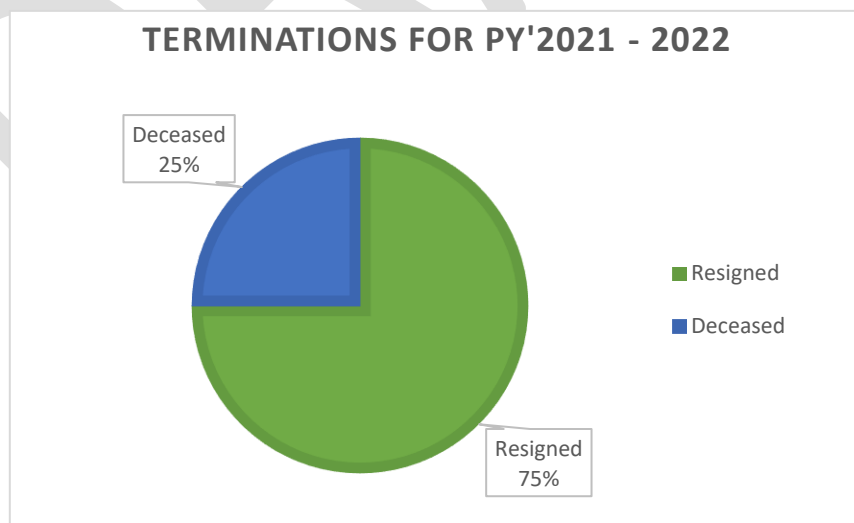
**Information Item 1 – Compensation Summary Report**

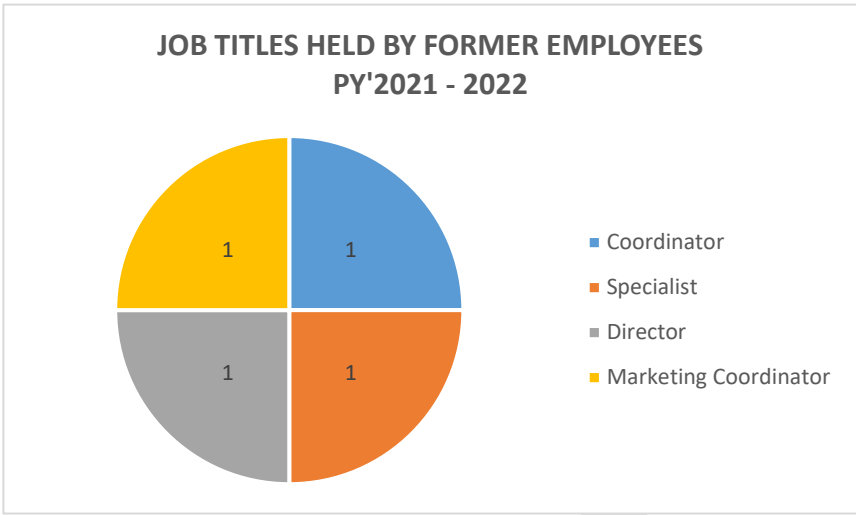
During the November 14, 2019, meeting, the Compensation Committee requested compensation summary reports for review.

Based on this request, we present the following compensation summary reports, including turnover data, the total number of active staff, a pay range summary, notice of newly hired positions, and the average salary.

For PY'2021 – 2022 as of September 23, 2021, four employees exited the organization. The reasons for separation are listed below:

The breakdown of positions of these former employees is as follows:





Additionally, for the program year as of July 1, 2021, a total of three new hires were chosen to join the organization for the following positions:



As of September 23, 2021, CareerSource Pinellas employees 47 individuals, and the average salary is \$54,692.

**Discussion:** Jack Geller asked why the employees that resigned left? Jacqueline DuChene Heyward stated that she was working to get exit info from past employees who have resigned.

**Information Item 2 – CareerSource Pinellas Pay Range by Job Family**

For your review, please see the attached chart detailing pay ranges by Job Family for the 47 active employees as of 09/23/2021.

There is one Technician exceeding the maximum salary threshold due to seniority, having held a position since 06/29/2010.

There is one Navigator exceeding the maximum salary threshold due to seniority, having held a position since 07/01/2009.

There is one Lead exceeding the maximum salary threshold due to seniority, having held a position since 07/01/2009.

There are two Coordinators exceeding the maximum salary threshold due to industry experience.

### Information Item 3 – Request for Quotes for 2022 Compensation Review

Job Family Titles										
Job Title Family	Grade Level	No of Employees at min salary	No of Employees at mid-point	No of Employees at max salary	Min Salary	Mid Salary	Max Salary	Actual Salary - Single Position	Annual Benefit Stipend	401(k) Retirement Plan
Technicians	102	2	3	1	\$33,580	\$38,640	\$43,700		\$13,080.00	5% of base pay
Instructor	103				\$36,500	\$42,000	\$47,500		\$13,080.00	5% of base pay
Specialist	103	8	2		\$36,500	\$42,000	\$47,500		\$13,080.00	5% of base pay
Career Counselor	104	7	4		\$39,420	\$45,360	\$51,300		\$13,080.00	5% of base pay
Navigator	104			1	\$39,420	\$45,360	\$51,300		\$13,080.00	5% of base pay
Instructor, Trades	105		1		\$42,574	\$48,989	\$55,404	\$54,995.20	\$13,080.00	5% of base pay
Business Services Representative	105	1	1		\$42,574	\$48,989	\$55,404		\$13,080.00	5% of base pay
Lead	105	1	1	1	\$42,574	\$48,989	\$55,404		\$13,080.00	5% of base pay
Coordinator	206	1	4	2	\$45,979	\$52,908	\$59,836		\$13,080.00	5% of base pay
Supervisor	208	1			\$53,630	\$64,356	\$75,083	\$62,899.46	\$13,080.00	5% of base pay
Partner	210				\$62,555	\$75,065	\$87,576		\$13,080.00	5% of base pay
Director	214	2	1		\$82,943	\$103,841	\$124,741		\$13,080.00	5% of base pay
CFO/COO	219	1			\$121,870	\$158,431	\$194,992	\$137,812.74	\$13,080.00	5% of base pay
CEO	221		1		\$142,149	\$184,794	\$227,438	\$188,475.30	\$13,080.00	5% of base pay
<b>Total Staff</b>		<b>24</b>	<b>18</b>	<b>5</b>						
<b>Percentage</b>		<b>47.06</b>	<b>35.29</b>	<b>9.80</b>						

\* Information as of Sept. 23 2021

Grade	Exemption
100s	Non-Exempt
200s	Exempt

In February 2019, hrEdge Consulting was retained by CareerSource Pinellas to conduct a Compensation Review. The review was designed to focus on salary range equity externally, as well as internal structure of position titles. The review included the following deliverables:

- Review of all active positions and recommendations for continued, discontinued, and merged position titles.
- Review of external Compensation Survey Reports and analysis of CareerSource ranges for each position.
- Review of CareerSource Pinellas Compensation versus other Florida CareerSource Compensation Structures.
- Development of new pay structure to include Min-Mid-Max for each Grade and the Spread between Grades.
- Analysis of employee impact and cost of implementation.

An important aspect of being an Employer of Choice includes offering our Team Members the best employment experience possible, which also incorporates robust benefit offerings to support Employees' well-being. To remain competitive in this incredibly tight talent market, CareerSource Pinellas will issue a Request for Quotes (RFQ) from various third-party HR practitioners to conduct an updated Compensation Review.



**Discussion:** None.

**Information Item 4 – Organizational Chart**

As part of the Compliance Review and the request to continuously review and update the Organizational Chart, please see the attached version updated as of July 1, 2021.

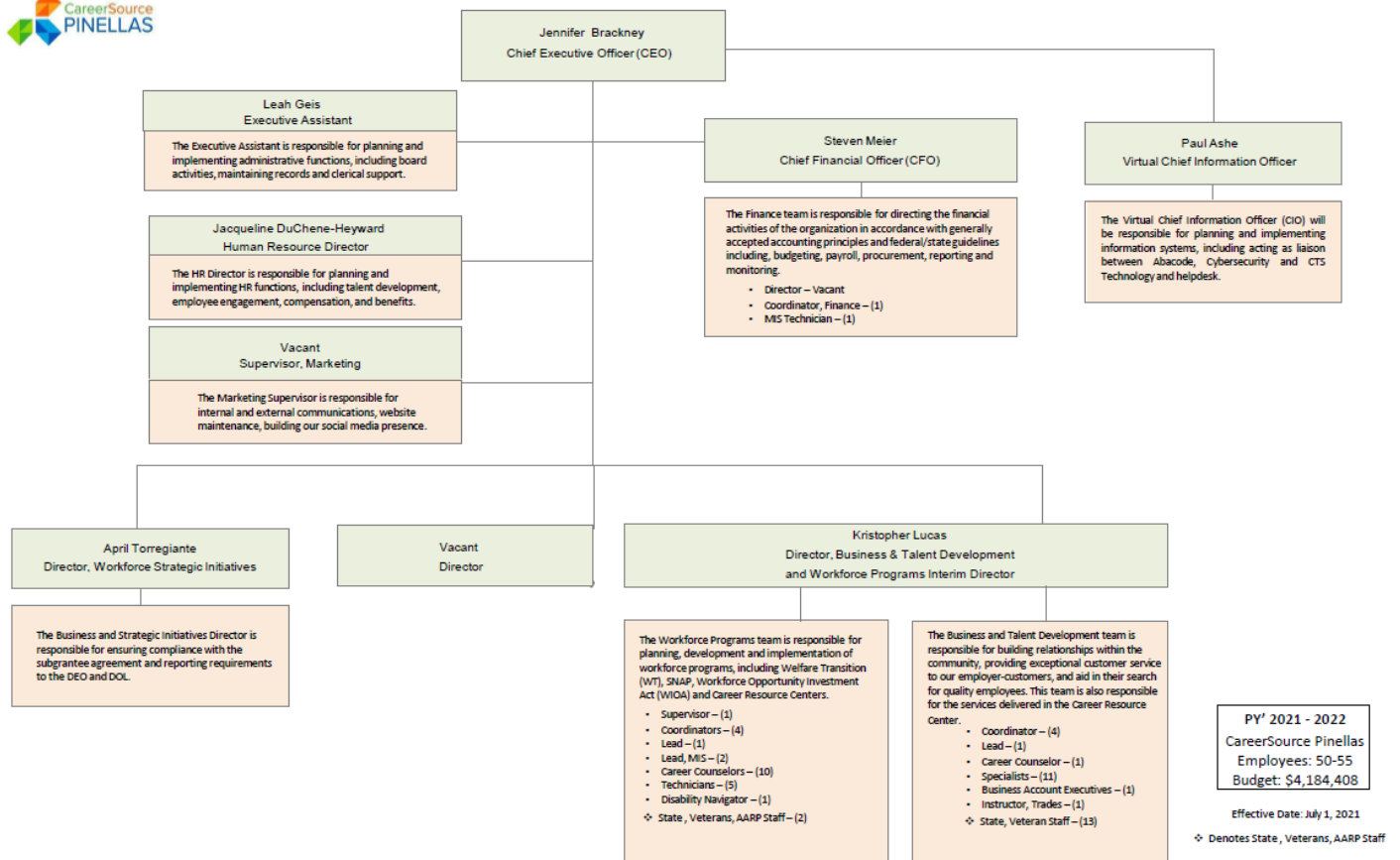
Since March 1, the Finance Department has decreased by one Coordinator. As part of the succession planning efforts within the organization, we are currently sourcing for a senior finance professional to add to the department.

Since the beginning of the current Program Year, the Workforce Programs team has decreased by one Director. The Director of Business and Talent Development has stepped in to serve as the Interim Workforce Programs Director.

The Marketing Coordinator resigned her position with the organization, and at current, Tucker Hall is handling the Marketing function.

Since the beginning of the current Program Year, the organization has welcomed the following employees to the CareerSource Pinellas team:

- Jacqueline DuChene Heyward, Director of Human Resources
- Melissa Ehrhardt, Business Services Coordinator
- Deithre Brown, Business Services Representative





## Information Item 5 - CareerSource Pinellas Benefits Renewal for Open Enrollment

With the end of the 2021 Benefit Plan Year soon coming to a close, CareerSource Pinellas' HR Director has initiated the Benefits Renewal Process for 2022 Open Enrollment.

HUB International Southeast is CareerSource Pinellas' benefits broker, and two members of their team will be assisting CareerSource Pinellas' HR Director with the insurance renewal process:

- John D. Arcaro, Director of Payroll Services & Employee Benefits Advisor
- Felicia Hernandez, Account Manager

As of September 23, 2021, CareerSource Pinellas' HR Director has scheduled a preliminary meeting with Mr. Arcaro and Ms. Hernandez for September 29th to discuss benefit plan details and performance, as well as an outline the next steps for this process. The HR Director plans on focusing benefits plan design around developing a total rewards package that will allow CareerSource Pinellas to further its employer value proposition, as well as attract and retain new top talent.

## Information Item 6 - CareerSource Pinellas Benefits Renewal for Open Enrollment

With a strong focus on sourcing and hiring top talent to meet the needs of the organization, CareerSource Pinellas has launched a new career site. The career site is a component of ADP's Recruitment Module, which was implemented to enhance the candidate experience, centralize recruiting efforts into our system of record, and alleviate the administrative burdens of redundant data entry.

The career site allows prospective talent to learn more about CareerSource Pinellas by browsing our branding images, join our talent community to sign up for job updates, as well as review open positions and apply online. The career site has full mobile capability, and can be reached from the CareerSource Pinellas website, Employees' ADP home page, and the Company's intranet.

## Information Item 7 - CareerSource Pinellas Wins an Award from Thrive by Five

CareerSource Pinellas' HR Director was notified by Dr. Paul Wirtz that the organization has won an award from Thrive by Five recognizing our family friendly employment policies. Being distinguished in our community for having employment policies that support our Team Members with young children speaks volumes about the organization's culture and priorities, and certainly positions CareerSource Pinellas as an Employer of Choice.

The screenshot shows the CareerSource Pinellas career site homepage. On the left is a dark blue sidebar with navigation links: Sign In, Career Center, Current Openings, and Language. The top right features a 'JOIN OUR TALENT COMMUNITY' button. The main content area has a large banner image of a city skyline at sunset with the CareerSource Pinellas logo and the text: 'Enhancing Lives by Making Talent a Key Competitive Asset for Pinellas County'. Below the banner is a paragraph of text describing the company's commitment to its employees and community. Underneath is a search bar for 'Current Openings (3 of 3)' with a search icon and a placeholder text: 'e.g., Jobs in California, Jobs posted last month, Sales Manager, etc.'. At the bottom, there are two featured job listings: 'Business Services Navigator' for Clearwater, FL, US (7 days ago, Full-time Regular) and 'Recovery Navigator' for Clearwater, FL, US (10 days ago, Full-time Regular).

Thrive by Five Pinellas is a community-based organization committed to preparing children for kindergarten by building an early childhood system that's equitable, accountable, and responsive to children and their families.

CareerSource Pinellas will be honored at Thrive by Five's 1st Annual Family Friendly Virtual Business Awards Ceremony, scheduled on October 19, 2021.

**Other Administrative Matters:** None

**Public Comments:** None

**Committee Members Comments:** None

**Thrive by Five**  
**1ST ANNUAL FAMILY FRIENDLY VIRTUAL BUSINESS AWARDS**

Tuesday October 19  
11:30 a.m. - 1:00 p.m.

**Keynote Speaker**  
**Madeleine Thakur**  
President of the Children's Movement of Florida

**Moderator**  
**Trevor Pettiford**  
Reporter Bay News 9

**Eddie Gonzalez Loumeit**  
CEO of Ruvoos

**Dianne Jacob**  
PNC Bank  
Senior Vice President

**April Lott**  
CEO of Directions for Living

**Kathleen Beckman**  
Clearwater City  
Council Member

**Bob Rohrlack**  
Tampa Bay Chamber

**Lindsay Carson**  
CEO of Pinellas Early Learning Coalition

Visit <https://bit.ly/3zivln1> to register

Proud Sponsors  
**TB** CareerSource Pinellas

**Adjournment:** The meeting was adjourned at 11:22 am.



**ACTION ITEM 2**  
**Special Meeting of the Board of Directors**

The approved minutes from the December 15, 2022, Special Meeting of the Board of Directors enclosed.

**CareerSource Pinellas  
Special Board of Directors Minutes**

**Date:** Wednesday, December 15, 2021, at 8:00 am.

**Location:** 13805 58<sup>th</sup> St. N. Room 2-304, Clearwater, FL 33760

**Call to Order**

Board of Directors Chair, Barclay Harless, called the meeting to order at 8:08 am. There was a quorum present with the following board members.

**Board Members in Attendance**

Barclay Harless, Belinthia Berry, Kenneth Williams, Kevin Knutson, Mark Hunt, Michael Jalazo, Michael Logal, Michele Mathews, Patricia Sawyer, Scott Thomas, Jack Geller, Elizabeth Siplin, Ivonne Alvarez, Jody Armstrong, Commissioner René Flowers, Dr. Rebecca Sarlo

**Board Members Not in Attendance**

Andrea Cianek, Candida Duff, Celeste Fernandez, Chris Owens, David Fetkenher, Debbie Passerini, Glenn Willocks, John Howell, Lisa Cane, Zachary White

**Board Counsel**

Stephanie Marchman

**Outside Counsel**

David Harvey

**Staff in Attendance**

Jennifer Brackney, Steven Meier, Jacqueline DuChene-Heyward, Kris Lucas, Leah Geis

**Public Comments**

There were no public comments.

**Action Item 1 – Approval of the Minutes – 11.17.21 Board of Directors**

The minutes of the November 17, 2021, Board of Directors meeting were presented for approval.

**Discussion:** None

Motion:	Michael Jalazo
Second:	Patricia Sawyer

*The minutes were approved as presented. This motion carried unanimously. There was no further discussion.*

**Action Item 2 – Final Decision on Whistle-Blower Investigation**

Chair Harless gave a brief overview. He outlined the timeline of events from when he received the email of a whistleblower complaint from an attorney representing a current employee. He indicated that he contacted Board Counsel to talk things over. Ms. Marchman, Board Counsel made the recommendation to hire outside counsel to investigate the complaint. The Whistleblower Complaint Policy is outlined in the Employee Handbook. Chair Harless also pointed out that there was a copy of the complaint and the report from Mr. David Harvey in the Special Board meeting packet. He also noted that the complainant's name and personal has been redacted from the complaint.

Chair Harless pointed out that a lot of people were contacted, and a lot of time was spent on the investigation. After Mr. Harvey's review of the report, he will take questions from the board members. Chair Harless wants to ensure the board members understand their responsibilities.

Chair Harless introduced Ms. Stephanie Marchman, Board Counsel. She reviewed the events related to the complaint, outlined the process, and introduced Mr. David Harvey, Attorney with Lewis Brisbois.

Mrs. Marchman stated that the Whistleblower Policy allows for the chair to conduct an investigation. The chair has the option to use an outside investigator to do so, and that is what he elected to do. The Board of Directors approved the investigation and the use of an outside investigator up to \$20,000 at the November 17, 2021, meeting. Mr. David Harvey was selected to conduct the investigation. He will be going over his findings about the investigation. The purpose of the meeting today is not to have board members conduct their own investigation. The timing of the policy requires that the Board of Directors to make a final decision on the complaint today or by December 18<sup>th</sup>. You all are welcome to review the investigative materials and ask Mr. David Harvey any questions you may have, discuss amongst yourselves, and decide ultimately what action to take related to the investigative report.

The recommendation is to adopt the findings of the extensive investigation Mr. Harvey conducted as well as to refer Section IV of the report to the Compensation Committee for review. Under the by-laws of the board, the Compensation Committee is a committee that, one of its functions is to view and consider labor relations for related issues.

Mr. Harvey then reviewed his investigation and findings:

## **Section I.**

### **Alleged failure to provide an adequate level/scope of services.**

Mr. David Harvey was not challenged with second guessing management decisions. He looked at the underlying allegations. He was looking for a violation of law or something that someone would consider unethical; something intentional versus inadvertent.

Mr. David Harvey said CEO Brackney had logical reasons for all decisions. She has regular meetings with staff and the board members. She reviews what staff is doing on a regular basis. The Board of Directors receives regular reports and is aware of the level of services. Therefore, we have been unable to find any instances where a law, rule or regulation was violated by CareerSource or CEO Brackney. Nor did we substantiate any conduct we determined to be "improper" or "unethical" as defined by this policy. This is more of an organizational concern about the product that the organization is pushing out. Mr. David Harvey indicated that the level of services provided is not a violation of the Whistleblower Policy. This conclusion is further bolstered by the impact of COVID during the relevant time period. While several of the individuals believed CareerSource should be providing more in person services and questioned several decisions made by CareerSource regarding how it provides services in light of COVID, this is not a violation of law, rule or procedures. It merely states a difference in option, risk tolerance and speculation on the number of recipients that would have been willing to participate "in person" services.

## **Section II.**

### **Alleged over reporting of services being provided.**

Several allegations raise concerns with the reporting of who received services or the belief that the numbers while correct, give the incorrect impression to the Board of Directors of the success of CareerSource programs. The Complainant admits that reporting enrollment process is confusing, and many organizations across the United States do it incorrectly. She also admits that the methodology used has been in place for some time. The question is "did the recipient receive services that qualified under the program in question?" If yes, they can be enrolled in the program. Unfortunately, this question is recipient specific as a recipient of services may come in under one program but qualify and receive services under another. We were unable to find any examples where someone was intentionally reported to the wrong program. This opinion was supported by the interviews of former Directors. Again, that goes back to the first problem where they are second guessing management and business decisions and the level of services being provided. All the numbers are the numbers. If you look at the numbers,

they are ok, but they are not great. If someone is going to overreport numbers, you would imagine the organization would inflate the numbers. They did not. Again, the purpose of this investigation is to find a violation of the law. All business decisions had logic to them. The witnesses who were interviewed supported the reporting that occurred. They had a logic to them as well. Further, CareerSource admits that several of the programs have low participation rates. They attribute this to the impact of COVID, the USDOL compliance review and the conscious decision to focus on certain programs over others. None of this is evidence of a violation of law, rule or regulation, or unethical or improper conduct.

### **Section III.**

#### **Alleged retaliatory actions toward the complainant for her good faith complaints about the issues described above.**

To establish a claim for retaliation, the protected conduct must be the cause of any adverse action toward the Complainant. Complainant alleges she reported her concerns to the then-Director of Human Resources Jaclyn Riley in March 2021. Ms. Riley (who is no longer employed by CareerSource) denies this allegation. Ms. Riley further testifies that Complainant did not raise any concerns about CareerSource or Ms. Brackney. The retaliation component a little different, because it doesn't have to be necessarily a violation of law for retaliation to occur. You usually just have a good faith complaint on an issue and because you made a good faith complaint the organization did something adverse to you because of that complaint. That's a typical retaliation whistleblower claim. Again, applying the policy, the complainant has some timing issues on her discipline. Some of the discipline she received was before she complained, and before the organization was officially aware of these complaints. There are three sets of discipline: 1) On October 13<sup>th</sup> - Complainant's job responsibilities were changed; 2) October 25<sup>th</sup> - Warning Reprimand; and November 10<sup>th</sup> - Reprimand for sending CareerSource documents to personal computer.

The first is regarding the reorganization of the department as to reporting relationships. She claims she lost two subordinates. Two subordinates she didn't hire, fire, or conduct evaluations for. I'm not sure the reorganization is considered adverse in the sense that it would trigger a whistleblower complaint or an issue. Beyond that, the person who made the decision, Kris Lucas, to do that, his logic was sound. There is a business logic to it. He was unaware of the complaint. Managers have a right to restructure the department to try and be more efficient. Kris was universally praised by the witnesses except for one case where they said he's great, but he just lacks industry knowledge and is catching up and learning. That's important for the next section, because he asked for non-routine questions to be brought to him before they are sent to any outside agencies so he can understand the questions and they can talk about them. The complainant sent some questions out, to DEO, without running it by him. She openly claimed she didn't intend to tell him. On its face, when someone coaches you, again with no loss in pay, he just asked to have questions presented to him so he's aware of it. In this case, she did not do it. So, it's hard to say that that was somehow linked to her protected complaint here. She also included some opinionated language about the organization which may have influenced the reaction to it.

The complainant sent over 30 PDF organizational documents, which includes participant names and information to herself via her personal email. They were funneled through a generic email address in the organization. Her first excuse is that she has sent documents to her home in the past because she didn't have a laptop. However, that impediment ended in March 2020 when she was given a company laptop for which she could access company documents when needed. So that excuse is questionable. Her second excuse was she wasn't aware of the policy in question, so she didn't intentionally violate it. She also believes others engaged in the same practice and didn't receive discipline. Mr. Kris Lucas indicated that he was not aware of any other employee sending documents to their personal email. Every organization Mr. David Harvey has dealt with typically has a policy, especially when you're dealing with personal information, that can be used to steal someone's identity. You don't want that information in private email accounts.

All individuals interviewed were complimentary of Mr. Lucas (other than his lack of industry knowledge) and did not raise any concerns of improper animus. Therefore, we credit his denial of animus and his reaction to the situation. CEO Brackney was informed of the discipline after the decision was made by HR and Mr. Lucas to issue it. Therefore, we are unable to substantiate that is discipline was caused or issued in retaliation for the Complainant's protected activities.

### **Section IV.**

## Perceptions of Toxic or Hostile Work Environment

Section four exceeded the scope of what Mr. Harvey was charged with doing. A “toxic” work environment does not violate any law, rule or regulation; nor does it appear to rise to the level of “improper conduct” envisioned under the Whistleblower policy. Every organization has its own culture. Netflix and Amazon have a reputation for being cut-throat. You can work there one day, and be gone the next, and no one gives a second thought about it. However, my opinion, this organization is focused on helping people. That focus flows over to the organization internally. Because of that, the behavior you might see in other private sector employers, might ruffle some feathers here. However, the investigation process does reveal a perception that such an environment exists.

Throughout the course of the investigation, Mr. David Harvey noticed a theme from current and former employees about the atmosphere and the perception of the environment here. Due to this theme, Mr. David Harvey, he created the fourth section and recommended that we probably have some employee engagement and perception issues that we might want to address.

Every organization has its own culture and what norms of governance is acceptable or appropriate conduct. We suspect that CareerSource’s culture leans away from conflict and open criticism. We suggest CareerSource review these concerns and develop a proactive response to help address the perception issues.

Chair Harless thanked Mr. David Harvey for his work and the report. He opened the meeting to questions by board members to go over their concerns, questions, and indicated he wants them to understand Mr. David Harvey’s methods about each of the items.

### Discussion:

Mr. Mike Jalazo suggested that more conversation is needed regarding Section V. He indicated, several board members, including himself, have received a lot of these complaints. He questioned the Board’s liability and responsibility to address these issues. Many of the employees who have reached out him are current employees that have considerable tenure with the organization, who expressed concern about retaliation; they are actively looking for other positions and some have gone to CareerSource Tampa Bay. We’ve had a talent drain. He again, expressed his concern of liability for the Board of Directors. He went on to note, that if we keep getting these complaints, and they are never addressed, *“Are we opening ourselves up to liability?”* This should be a concern of the Board. Mr. Jalazo wants to better understand his liability if we have knowledge of issues. It’s important to not make a big issue of it, however we don’t want to take it lightly. Mr. Jalazo stated, *“I am not sure what I should do when I receive these complaints from employees? I certainly think we have a problem, and we should do something about it.”*

Ms. Stephanie Marchman responded that in terms of liability to the Board, the Board is doing something. You are here today. We hired an outside investigator who thoroughly investigated the complaint. In terms of Section IV. A hostile work environment is a legal term. It’s when there’s conduct occurring based on some protected characteristic, and that’s not what we are here about today. I think Mr. David Harvey would confirm, that there are no allegations related to any activities taking place related to protected characteristics, and that was the nature of the investigation. However, if there is an expectation for a “warm and fuzzy” environment and that’s not what they are seeing here, there may be a disconnect. That is not legally actionable. I would think the Board would want to look at it and taking steps to help bridge the divide. This is exactly why the Chair is recommended sending Section IV to the Compensation Committee. This Committee could review and identify steps to focus on employee engagement. One recommendation that was presented at the last board meeting, was an employee engagement survey.

Ms. Stephanie Marchman reiterated, so to clearly answer your question, the board is doing its due diligence. It is doing exactly what it should be doing.

Mr. Mark Hunt noted that we are all involved in organizations. In the last two years, all of us have experience issues with employee morale. I don’t think CareerSource is immune to that. Have there been things done internally to try and create a more palatable culture for the employees?

Chair Harless responded to that he will partially answer the question. According to Chair Harless, he started to receiving information from current and former employees about a year and a half ago. He noted that these



individuals did not want to come forward publicly. He indicated that because of the Sunshine Law, he was limited as to what he could do. Mr. Barclay Harless noted that he has suggested a 360 evaluation process. He indicated that he also suggested an anonymous hotline, and the CEO did not move forward with this suggestion. Therefore, he indicated that he would put himself out there to be a resource for employees. And, as mentioned previously current and former employees have used that forum. The difference between those complaints, and this one, this is a public complaint.

Ms. Jennifer Brackney said that proactive steps to improve employee engagement have been put in place from town hall meetings to bi-monthly newsletter to employee lunches sponsored by board members. She strives everyday with her senior leadership team to implement the mission of this organization and overall, in her opinion, we have done a very good job of it. With that said, she acknowledged there is always room for improvement.

The anonymous hotline was discussed with Chair Harless and Board Counsel, Stephanie Marchman. It was also discussed with the Board of Directors early in the separation of shared services. Since, little can be resolved with more anonymous complaints, and there are currently about 30 ways an employee can express concern or highlight an issue, it doesn't seem helpful to implement another avenue to complain anonymously. One of those ways to express concern, has always been to reach out to the Board Chair. The Board Chair direct number has always been available for employees previously, and is now available. As previously mentioned, employees have been reaching out to Chair Harless for about a year and half. Ms. Jennifer Brackney also indicated that, until this complaint, she has not received a formal complaint from any employee, nor has she received feedback from the Board Chair regarding the complaints that he has received. Additionally, she indicated that this organization has a lot of pressure on it to meet performance goals (USDOL, DEO, HB1507). She acknowledges that she has discussed with the leadership team and others that it's important to conduct the work we do with "heart" however, we also have to have a pulse on individual performance, and how that performance impacts the overall performance goals that we are held to be the USDOL/DEO.

Chair Harless stepped in and reminded the board members to direct their questions to Mr. David Harvey in order to get a full understanding of the investigation.

Commissioner Flowers thanked Mr. David Harvey for his thoroughness. She appreciates it based on her HR background. She asked, as a result of the information presented in Section IV, were there any potential recommendations from those you interviewed as to what they would like to see as a result of your interview (absent of those things that we have to do related to performance goals)?

Mr. David Harvey responded that he always questions the usefulness of anonymity. He understands why some people don't want their name to come forward. He added that he didn't specifically ask for any recommendations. The common theme, the leadership team had concern that the performance of other co-workers was discussed with them. They felt it was difficult to hear about their co-worker's performance. They had a visceral reaction to it. Unfortunately, you don't always like to make a decision without bouncing ideas off others. I get it, sometimes I talk about the performance others with my co-workers. However, here they were uncomfortable with the discussion. One person suggested that Jennifer stay but a different person in the organization take over. But that was their opinion. That was pretty much it as far as recommendations.

Dr. Rebecca Sarlo. There is a big difference from collecting information and doing something about it. Transformation is tough. Plus, you couple that with the pandemic and, all it has to offer. There's no doubt that an organization has to be even more intentional about community building during these times. We are seeing behavior in tenured employees that is concerning. What is our working idea of why that is happening now? What can we do, as a Board, to help employees engage in their work? We should ask our employees what would make it better for them. By not asking them, we are focused on the concern, not on what we can do to move forward. That is the biggest gift that we can give Jennifer to help move this forward. We want engaged employees. We need an action plan. Without an action plan, it is just complaining with no focus on how to move forward.

Mr. Jack Geller asked the question, "*Aren't we drifting away from the purpose of this meeting? Isn't this meeting to address the whistle blower and what we are going to do as a Board in relation to that and then, moving Section IV to the Compensation Committee for review.*" The Compensation Committee can then start to develop a plan, present it to the board, and move this forward.

Chair Harless. Agreed with Mr. Jack Geller. Formally, we have the response to the three issues raised by the complainant and investigation by Mr. David Harvey. The fourth issue is what we are discussing now. Chair Harless offered to close-up the discussion loop, if desired, or we can continue with the discussion.

Mr. Michael Jalazo, responded that in part that was his question. The Board needs to address the whistleblower complaint, but we also have Section IV. Is it in our best interest, as a Board, to address Section IV in the Compensation Committee? He indicated that it seems that we are in some weird territory now. Jennifer has talked about performance, yet in this complaint, it mentions lack of industry knowledge among some of the leadership team. Is it best to address Section VI in the Compensation Committee? Mr. Jalazo goes on to state that the reason he is bringing this up is because of the whole sunshine-thing. He referenced that Chair Harless started to receive these same sorts of emails, letters, and anonymous things about the same time he did. It's what started the whole sunshine discussion we had. He indicated that he had called and asked Chair Harless if he received them too, and he shouldn't have him.

Mr. Michael Jalazo indicated that he gets that's the hostile work environment is not specific to whistleblower. If there are two issues, then let's separate the two. Let's address the whistleblower and close the loop. But, as a Board, we have some other questions that we clearly have to discuss.

Mr. Jalazo indicated that he understands COVID and turnover, and notes that he has had turnover in his organization. But there is a difference between turnover, and the complaint processes. Because there are people who work for us now, who are in key roles, who don't want to come forward because when they use the current process, they get demoted or transferred, so they feel they are being retaliated against. So, if that process isn't working. How do we address the complaint process?

And, then it's confusing about how to do things in Sunshine. When he receives these complaints, his first instinct is not to call Jennifer. Maybe it should be? If there are thirty ways to complain yet employees feel like when they use the complaint process, there is a retaliation. What do we do? Maybe we are just addressing one employee complaint today. However, there can't be just one. He goes on to explain that he has heard from several employees, and so has Chair Harless. These are legitimate complaints. When I get a four-page, detailed email from an employee, I have to take it seriously. What do I as a board member with these complaints? When does hostile or toxic environment rise to a legal issue? I do understand what we are doing this morning is specific to the section outlined in this report.

Mr. Jack Geller asked the question, "*What do we have to do as a board as to responding to the whistleblower?*"

Chair Harless suggested that unless someone has a specific question on items one through three of the report, what I am hearing is that there is consensus that these items are unsubstantiated. We can then move on to Section IV which was not part of the original complaint. **Chair Harless suggested the motion to adopt the findings of Mr. David Harvey's investigative report, Section I – III.**

**The motion was approved by Scott Thomas and seconded by Commissioner Flowers.** Chair Harless asked, if there was any additional discussion?

Mr. Michael Jalazo reading back to Section I, actually all three sections, what is going to be our plan for moving forward to deal with the implications from the Section I-III that impact Section IV?

Commissioner Flowers responded, if I may, that should be a separate discussion. When you are provided with a report like this, you either accept the recommendations that are provided by the person conducting the investigation, in this case Mr. David Harvey, or you do not accept his recommendation. If you do not accept his recommendations then, you state those things that you are recommending in place of his recommendations. The second part, which is probably causing some confusion for some, the Section IV of his recommendation offers an opportunity for a further discussion. The vote now indicates, I accept the recommendations from the report, and yes there were some questions and concerns. However, none of them rose to the level of disciplinary action for the CEO. The second part is now what are we going to do to address the perceptions, and it's hard to rule on perceptions.

Mr. Jack Geller asked, "*After the vote, what is the procedural next step counselor.*"

**Ms. Stephanie Marchman offered a potential modification to the motion to include the conclusions that were drawn from the report on page 10: *Complainant made a Complaint under CareerSource’s Whistle-Blower Policy on October 29, 2021; Within 20 days of the receipt of this Complaint, an interview of Complainant was scheduled and conducted; we were unable to substantiate any violation of the law, rule, or regulation; we were unable to substantiate that the CEO engaged in “improper or unethical conduct” under CareerSource’s Whistle-Blower policy; and we were unable to substantiate that the Complainant was retaliated against due to her Complaint. Therefore, we affirm the disciplinary and other actions taken toward the Complainant.***

In response to Mr. Jack Geller’s question, Ms. Stephanie Marchman indicated that the decision of the Board will be recorded in the minutes, and the decision will be forwarded to the Complainant’s counsel and well as our carrier.

**The maker of the motion modified his motion as offered by Ms. Stephanie Marchman, and Commissioner Flowers agreed.**

**RECOMMENDATION**

Approval of adopting the findings of Mr. David Harvey’s investigative report, Section I. – III of the Whistleblower Complaint and the Conclusions of the report.

- Complainant made a Complaint under CareerSource’s Whistle-Blower Policy on October 29, 2021.
- Within 20 days of the receipt of this Complaint, an interview of Complainant was scheduled and conducted.
- We were unable to substantiate any violation of the law, rule, or regulation; We were unable to substantiate that the CEO engaged in “improper or unethical conduct” under CareerSource’s Whistle-Blower policy.
- We were unable to substantiate that the Complainant was retaliated against due to her Complaint. Therefore, we affirm the disciplinary and other actions taken toward the Complainant.

Motion:	Scott Thomas
Second:	Commissioner Flowers

*The Board of Directors made a motion to approve adopting the findings of Mr. David Harvey’s investigative report, Section I. – III of the Whistleblower Complaint and the Conclusions of the report.*

- *Complainant made a Complaint under CareerSource’s Whistle-Blower Policy on October 29, 2021.*
- *Within 20 days of the receipt of this Complaint, an interview of Complainant was scheduled and conducted.*
- *We were unable to substantiate any violation of the law, rule, or regulation; We were unable to substantiate that the CEO engaged in “improper or unethical conduct” under CareerSource’s Whistle-Blower policy.*
- *We were unable to substantiate that the Complainant was retaliated against due to her Complaint. Therefore, we affirm the disciplinary and other actions taken toward the Complainant.*

*There was no further discussion. The motion was approved unanimously.*

Chair Harless thanked the board members. And, moved to the discussion on Section IV of the report. Are there any questions or discussion?

Ms. Elizabeth Siplin asked if there is a performance counseling quarterly and annually? How does someone not know they are a direct supervisor?

Ms. Jennifer Brackney responded, the Complainant is coordinator. She is not supervisor. We do have annual performance evaluation. We are working on expanding the performance process and identifying ways we can incorporate more feedback loops into the process.

Ms. Elizabeth Siplin asked if there were exit interview for each employer? Are you capturing this information?

Ms. Jenifer Brackney responded that there are exit interview and that information is reviewed at a high level to help with continuous improvement. However, process for gathering the information, by the HR professionals, hasn't always been consistent.

Chair Harless indicated that he has a copy of the exit interview information. He went on to note that he thinks as every board member should, you can request that information, and he encouraged board members to do so.

Chair Harless indicated that he had a few follow-up questions for Mr. David Harvey. When you touched base with the former HR Director, Jaclyn Reilly. You said she was not treated with dignity and respect by the CEO. Could you elaborate on that? Second question, you talk about the culture. Is that the culture of the organization or is that specifically around the CEO? You indicated there were consistent comments and stories, could you touch on them.

Mr. David Harvey responded that there are two different cultures – this is a “fuzzier - touchy feely” culture. The criticism of the change in culture is at the higher level, not at the frontline. These are senior officials that are going through the change not the frontline staff. Ms. Riley was very complimentary of Jennifer. She claims that the interaction with the CEO described her unhappiness with the work product that she submitted. Everyone here has a passion for the goals of the organization and when they hear something negative, their hackles tend to rise. The consistent theme usually involved when an error occurred, the employee or former employee admits they made the error and felt the reaction to it was excessive or commentary about their expertise or professionalism.

Mr. David Harvey goes on to note, that you did not ask this question, however the reason why I put Section IV in the report, it is not a legal risk, the risk is turnover and the fact that people are using this complaint mechanism. You want labor peace. You want the organizational staff to go in the same direction. If they are writing these complaints every other month, it's going to use a lot of your time. You want everyone to be on the same team – Team CareerSource! And that's why I put this in the report.

Chair Harless indicated that he had one last question. You spoke about the unwarranted or unnecessary turnover. Is it your finding, that this turnover was because of this environment?

Mr. David Harvey responded that he believes the big part of the turnover is because of their perception of the environment and their reaction to it. If you talk about the Great Resignation, it is people leaving a job to work from home. Most of these employees, let their job to work at another job in a bricks and mortar location. In my opinion, that's not the Great resignation that is a perception issue.

Ms. Ivonne Alvarez asked when did these perceptions take place? Were they part of a review or just in passing? Was this done as a formal review?

Mr. David Harvey responded that Ms. Riley's feedback was not part of a performance evaluation. It was based on a work product that was submitted. In that work product, there were errors, and she admits there were errors. Ms. Riley feels the reaction to that work product was unnecessarily harsh.

Ms. Ivonne Alvarez indicated that she is a former teacher. Because as humans, we don't like to be criticized we like to be praised. She went on to note that this could be just her personal reaction to the feedback received about her work product.

Mr. Michael Logal indicated that he had a few observations. First, how does leadership address concern if, as the CEO, you don't know what's going on? It sounds like, at least two board members, have been receiving complaints from employees for over a year. If a board member receives a complaint, what should they do?

Ms. Stephanie Marchman responded that it depends on the nature of the complaint. Certainly, the board member could go to CEO Brackney, Board Counsel Stephanie Marchman and the HR Director Jacqueline Heyward is a resource too. The Employee Handbook was approved by the Board of Directors, and it clearly outlines the complaint mechanisms. Fear of retaliation by coming to any of you, that's not permissible under our policies. I am very sensitive to it. In my day-to-day work, I will tell you, Jennifer has consulted with me on every disciplinary action, and I look to ensure there is a legitimate, non-discriminatory, non-retaliatory reasons for every disciplinary action.

Mr. Michael Logal asked, “As the CEO, have you explained the “open-door” policy to every employee?”

Ms. Jennifer Brackney responded that she believes everyone is aware of the open-door policy. However, given the discussion, it may be helpful to touch base with all employees to ensure they fully understand the open-door policy.

Mr. Michael Logal asked, "Are most of the issues coming from one department?"

Ms. Jennifer Brackney responded that the resistance to change, seems to be with the team members who are entrenched in the way we have always done things. There seems to be a disconnect between the work done at the frontline and how that work impacts performance. The services provided, the length of service, the codes entered, and the number of placements, each of these activities have a direct impact our ability to meet/exceed performance. There is no way for me to manage performance on the backend. Part of the difficulty with implementing change within this organization is the resistance does not completely lie on the shoulders of our frontline team, there were/are directors who have actively resisted this change.

We have made tremendous strides forward in the last six months. I understand that we have to find that balance between working with "heart" and meeting performance. Based on HB 1507, the Board will receive a letter grade (A-F) for their performance. Based on our discussion today, it will be important as we move forward, for everyone from directors to our case managers to better understand why we do what we do. It's also important that everyone understand that they have a voice in the process. However, through policy, USDOL/DEO/LWDB prescribe how much of this work should be done. The bottom-line is our job must be to assist individuals with finding employment.

We are also reviewing the case management process. There is nothing wrong with the current process, however in my opinion, it is disjointed, has too many handoffs, doesn't provide continuity to the customer, and doesn't promote ownership. To ensure continuity and consistency for our customers, case managers should be responsible from the point of eligibility through training to employment and follow-up.

Dr. Rebecca Sarlo suggested that we have to manage to the mission of the organization. This organization is especially important now – the what and the why of the work. It's important that employees understand the reason why and what success looks like. It seems that overall, there is a sentiment that employees have provided feedback to certain board members, and then didn't get any response or feedback. It sounds like they were talking to the wrong person. Several of the employees, expressed frustration that they reached out to board members and didn't hear back. And, then none of these board members told the organization about these concerns. It's like dropping pennies in a well. Did that play into this situation ... probably! This is not only an organizational issue, but also its also a Board issue.

Mr. Mark Hunt agreed. He went on to explain that what has occurred with HB 1507 has put a tremendous amount of accountability on workforce development. The frontline work may not understand the change. If leadership is putting the change in place, the frontline person only sees the leadership. There needs to be some education. First, it might be helpful to educate the entire group about how things have changed this past year at the state level and explain how this impacts us. It might also be helpful for the Board to get involved in this message to the frontline staff. Maybe if it came from the Board, it would come across more universally rather than just a top-down approach. Maybe the Board has a responsibility to help with this communication. Paradigm shifts, during a difficult time, makes change even more difficult. If we can find a way to have this message come to the rank and file from the Board, it would help the leadership with implementation. It is important as board members that each of ask ourselves how we can support the organization and reinforce the message.

Commissioner Rene Flowers said that she is very familiar with the performance measure that Jennifer is talking about. It is a lot of pressure on the case managers. It sounds easy but some of the people are difficult to place. You have to have compassion but, you also have to get it done! It's the way that you keep your funding.

Secondly, whenever you identify a problem, she believes you should present solutions. **Commissioner Flowers suggested several solutions for the Compensation Committee to consider: 1) side-by-side; 2) peer-to-peer; 3) continuous employee orientation or re-orientation; 4) 360 review; 5) survey/interview employees; 6) conduct board workshop or retreat; and 7) collaborative lab.** These are important so people can say what they want to help move things forward. We have to take into account how people are feeling, listen to what they are saying, and they figure out how we might be able to implement quality and touchy-feely things, and the perception. People want to be a part of the organization not just come to work.

She explained that even the board members should go through a similar process – a retreat or get together. To make sure that each board member clearly understands what our role is and how each board member is responsible for making things better for the organization. Each board member has to be willing to invest their time and effort to help make things better.

Commissioner Flowers added that she personally has not received any complaints. If I had, she would have touched base with the CEO, Board Counsel or HR and, then responded directly to the person. She indicated that they may not always like my response, but I would have responded! She encouraged board members who receive complaints to do the same.

Mr. Michael Jalazo said that it is important to stay solution focused. But here's the thing. What we are saying, or what it feels like to me ... it's COVID, it's performance measure, it's senior staff ... these are the problem. How often did anyone cite these issues during the investigation? A lot has been said about the services during COVID – they thought there should be more in-person meetings, more face-to-face services, workshops, etc. There are customers who could not use services in a remote platform. A lot of discussion about how you can code someone, move from program to program, the timing of it, and the appropriateness of it. The organization has been doing well, the numbers are the numbers. Maybe I'm not asking the right question, the senior management or the people who left. Is this all - Jennifer's fault – did they leave because of her? When there's smoke when does it become fire? Did they leave because of changes in COVID policy, because of performance or could you not establish? My fear is that we will lose some key people. Please stay with us.

Mr. David Harvey responded that none of the complaint presented by the Complainant was about culture. It was the collaborating witnesses that talked about culture. It seems former employees and current employees, are ok with the reporting structure.

Mr. Scott Thomas said, *"I don't think we are going to solve the problem today."* **I would like to make a motion to move Section IV to the Compensation Committee for further discussion.** We are just rehashing the same things. They can look in-depth, ask questions, and bring it back to the Board. The purpose of this meeting is to accept the investigators report and move review and discussion to the Compensation Committee.

**Ms. Michele Matthews seconded the motion.**

Chair Harless indicated that before the vote, he'd like to open it up for debate.

Ms. Elizabeth Siplin said that she doesn't have a debate however she does have a comment. I would recommend an organization Stand Down. They hear from the CEO, what is going on and what the requirements are. An have an overall understanding of what's going on in the organization. A Stand Down is an opportunity to talk with everyone.

Ken Williams thank Mr. David Harvey for the report. It seems very thorough. He suggested we inform the employees of what we do and how we do it. Ask each employee, do they know the process, understand the process, and do they trust the process. You will get many answers. We talked about perceptions. No one likes change. Some will agree with the changes, others will not. As a team, we have to focus on the goals, objectives, and communications. You want your story to be told the way you perceive it to be. Work culture and variables are always changing. How do we convey that to all individuals in the organizations? If we take what's we've learned in the past, we can grow to move forward. Perceptions, answers, information, if you keep it flowing, we can work together to keep it moving forward.

Mr. Michael Jalazo offered that this would be his last comment. He again indicated that he understands what is being said. He again noted that the people who called, texted, sent email, not one of them mentioned COVID or performance measures or old regime vs new. They all came back to the same things – toxic work environment, bullying, and retaliation. And, that all comes back to culture. He wants to be sure not to mix it up with performance measures. Maybe people complain to him because they think he has friendly ear. For some reason, they pick those few board members to talk with.

Mr. Michael Jalazo went on to say, *"Listen, I have people working for me that I think are completely happy but then, I got accused of emasculating someone, and I was like wow!"* But these complaints here, none of them that I've talked to mentioned COVID, performance measures, or old vs new. They are talking about culture. When the

wave of people leave, we are going to have the same conversation or the same complaints that I've received. We are going to be having this discussion for a while, as a Board. We clearly have to explore the culture issue. Because the lawyer, we hired when outside the scope of the investigation, to bring it to the Board. Mr. Jalazo indicated that he does hate the anonymity because he's always going to be known as the one who got in trouble because he called Barclay. How do we have this conversation and move it forward.

As board members began to leave the room, Chair Harless asked if a vote could be taken because we are about to lose the quorum. He went on to thank you everyone for participating. The motion on the floor was present by Mr. Scott Thomas and seconded by Ms. Michele Matthews.

**RECOMMENDATION**

Approval of referring the recommendations in Section IV of the report to the Compensation Committee for further review and recommended action, if any. Any recommended action of the Compensation Committee shall be submitted to the Board for review and any action the Board deems appropriate.

Motion:	Scott Thomas
Second:	Michele Matthews

*Approval of referring the recommendations in Section IV of the report to the Compensation Committee for further review and recommended action, if any. Any recommended action of the Compensation Committee shall be submitted to the Board for review and any action the Board deems appropriate.*

*There was no further discussion. The motion was approved unanimously.*

**Open Discussion**

None

**Adjournment**

Chair Harless adjourned the meeting at 9:51 am.





## ACTION ITEM 3

### Executive Compensation

The Grantee-Subgrantee Agreement between Florida Department of Economic Opportunity and CareerSource Pinellas states that:

No changes to compensation for executive staff of the Board are allowed without documented Board approval and must be in alignment with local policies and procedures. The Board shall ensure that all bonuses, pay raises, and benefits are reasonable and necessary for the successful performance of the award and are a prudent use of federal funds.

The purpose of this requirement is full and open disclosure that the Board is specifically aware of the compensation for executive staff. At the September 8, 2021, Board of Directors meeting, the Board approved the addition of a Chief Operating Officer position to best align our business efforts from both a business services perspective in tandem with our programs and services. Kristopher Lucas is currently the Director of Business and Talent Development and assumed the role of Director of Programs on an interim basis on July 1, 2021. With the promotion to Chief Operating Officer (COO) his salary was increased to \$135,000. The minimum for this position is \$121,870, mid salary is \$158,431, and max salary for this position is \$194,992. Previous work experience, education, number of direct reports, and current level of work and responsibility were taken into consideration

		Salary Effective:	
Employee	Position	7/1/2021	1/15/2022
Kristopher Lucas	Chief Operating Officer	\$115,005.28	\$135,000

**RECOMMENDATION**

Approval of the Chief Operating Officer's salary of \$135,000, effective January 17, 2022, to comply with the requirements of DEO's Grantee-Subgrantee agreement.



## **ACTION ITEM 4**

### **Recommendations for Employee Engagement**

At the Special Meeting of the Board of Directors on December 15, 2021, the Board of Directors unanimously approved to refer Section IV of the Report related to the perception of the internal work environment and employee engagement, as well as recommendations by Commissioner Flowers to address these topics, to the Compensation Committee for further review and recommended action, if any. Any recommended action of the Compensation Committee shall be submitted to the Board for review and any action the Board deems appropriate.

Commissioner Flowers suggested several options for the Compensation Committee to consider including, side-by-side, peer-to-peer, employee orientation/re-orientation, 360 review, employee engagement survey, and collaborative labs. Other board members suggested, a review of the open-door policy, the complaint process, the mission, vision and core values, and performance measures, and possibly consider hosting a stand down/town hall and/or conducting stay interviews.

The CareerSource Pinellas Executive Leadership Team has researched and prepared recommendations in response to the direction of the Board of Directors. While this work would typically be implemented with the significant involvement of the Human Resources director, the current director's last day on the job is February 18, 2022. Accordingly, to maintain the positive momentum, the CEO intends to hire a Human Resources consultant to assist in implementing the recommendations in this report. An RFQ for those services is under development. CareerSource Pinellas would also work with the HR professional consultant to review the recommended actions and ensure best practices are followed.

#### **RECOMMENDATION**

Approval of the recommendation to move forward with the issuance of a Request for Quotes (RFQ) for an HR consultant. The HR professional consultant will work with CareerSource Pinellas to review the recommended actions and ensure best practices are followed.



## ACTION ITEM 4

### Recommendations for Employee Engagement

At the Special Meeting of the Board of Directors on December 15, 2021, the Board of Directors unanimously approved to refer Section IV of the Report related to the perception of the internal work environment and employee engagement, as well as recommendations by Commissioner Flowers to address these topics, to the Compensation Committee for further review and recommended action, if any. Any recommended action of the Compensation Committee shall be submitted to the Board for review and any action the Board deems appropriate.

The CareerSource Pinellas Executive Leadership Team has researched and prepared recommendations in response to the direction of the Board of Directors. While this work would typically be implemented with the significant involvement of the Human Resources director, the current director's last day on the job is February 18, 2022. Accordingly, to maintain the positive momentum, the CEO intends to hire a Human Resources consultant to assist in implementing the recommendations in this report. An RFP for those services is under development. CareerSource Pinellas would also work with the HR professional consultant to review the recommended actions below and ensure best practices are followed.

Action	Description	Considerations	Budget Implications	Estimated Timeline
Side-by-Side Engagement	Ongoing, frequent, and informal feedback discussions between employees and leaders to establish priorities, empower employees with knowledge and tools, and clarify expectations	<ul style="list-style-type: none"> <li>• Formalize the process to ensure consistency</li> <li>• Develop expectations for supervisors that support this work</li> <li>• Encourage open communication and effective listening</li> <li>• Understand the time required for leaders to have</li> </ul>	Included in work of HR consultant	Build upon existing processes with rollout and implementation in Q3 of Program Year

Action	Description	Considerations	Budget Implications	Estimated Timeline
		<ul style="list-style-type: none"> <li>more one-on-one conversations</li> </ul>		
Peer-to-Peer Engagement	Colleagues in the same role engage in a two-way discussion surrounding best practices, opportunities and challenges, and other processes relevant to their positions	<ul style="list-style-type: none"> <li>Formalize the process to ensure consistency</li> <li>Garner employee input into the process to ensure effectiveness</li> <li>Develop peer-group matching for optimal outcomes</li> </ul>	Included in work of HR consultant	Implementation in Q3/Q4 of Program Year
Employee Recognition Luncheon on Feb. 15, 2022	Recognize the outstanding work of the CareerSource Pinellas team during the pandemic and present Employee Achievement Awards	<ul style="list-style-type: none"> <li>Celebratory moment for the team and opportunity for engagement</li> <li>Ensure services are covered during recognition luncheon</li> </ul>	Included in existing budget	February 15, 2022
Mission-Focused Engagement	Information session to review the organization's mission, the Employee Handbook, performance expectations, etc.	<ul style="list-style-type: none"> <li>Formalize the process to ensure consistency</li> <li>Evaluate best options for reaching all employees while maintaining services</li> </ul>	Included in work of HR consultant	Implementation in Q3/Q4 of Program Year with ongoing opportunities for new hires
Classification and Compensation Review	Review existing compensation plan and conduct a comprehensive analysis of salary benchmark and data to ensure CareerSource Pinellas offers competitive salaries and compensation	<ul style="list-style-type: none"> <li>New positions may need to be created, consolidated and/or eliminated</li> <li>This process affords a review of FLSA exemption criteria for each position</li> </ul>	<p>This may be included in the work of the HR Consultant or require an additional RFQ</p> <p>Potential budget impacts if salary adjustments are recommended</p>	<p>RFQ is completed and ready as needed</p> <p>Rollout and implementation in Q3/Q4 of Program Year</p>

Action	Description	Considerations	Budget Implications	Estimated Timeline
	<p>compared to the marketplace;</p> <p>Ensure job descriptions and job titles align with work and best practices</p>		to retain talent and competitiveness	
Employee Engagement Survey	Assess employees' perceptions and alignment with organizational values and practices; Measure employees' commitment, motivation, sense of purpose, and passion for their work and the organization	<ul style="list-style-type: none"> <li>• Ensure best practices are followed to determine actionable results</li> <li>• Ensure confidentiality to the extent allowed by Florida Public Records Law</li> <li>• Use results to impact overall recommendations for enhancing work culture</li> </ul>	<p>Estimate \$10,000 to \$15,000 based on previous employee survey in 2019</p> <p>This may be included in the work of the HR Consultant or require an additional RFQ</p>	<p>RFQ In Process</p> <p>Rollout and implementation in Q3/Q4 of Program Year</p>
Annual 360 Performance Review	Performance Feedback Tool and process to solicit feedback from direct reports, leadership, and other appropriate stakeholders to enhance communication and performance	<ul style="list-style-type: none"> <li>• Ensure best practices are followed to determine actionable results</li> <li>• Ensure confidentiality to the extent allowed by Florida Public Records Law</li> <li>• Use results to impact overall recommendations for enhanced outcomes</li> </ul>	<p>Preliminary research suggests a minimum budget of \$25,000-\$50,000</p> <p>Exact pricing to be determined with HR consultant</p>	Rollout and implementation in Q3/Q4 of Program Year

Action	Description	Considerations	Budget Implications	Estimated Timeline
<p>Organization-Wide Collaborative Labs Opportunity at St. Petersburg College</p>	<p>St. Petersburg Collaborative Labs designs and executes facilitated meetings to build teamwork and assist groups in reaching consensus on key priorities and developing an action plan</p>	<ul style="list-style-type: none"> <li>• Evaluate best options for including all employees while maintaining services</li> <li>• Encourage open communication and effective listening</li> <li>• Use results to impact overall recommendations for enhancing work culture and performance</li> </ul>	<p>For a half-day event for 70+ employees with five Collaborative Labs team members, the non-profit partnership rate is \$6,655</p> <p>Lunch costs</p>	<p>Implement in Q3/Q4 of Program Year</p>
<p>Review performance evaluation process and metrics</p>	<p>Align performance metrics with the primary indicators with DEO and USDOL to ensure employee accountability and enhanced service delivery to reach operational objectives</p>	<ul style="list-style-type: none"> <li>• Review current process</li> <li>• Develop metrics, process, and performance tools</li> </ul>	<p>Exact pricing to be determined with HR consultant</p>	<p>Implement in Q1 of 2022-23 program year</p>





**DISCUSSION ITEM 5**  
**Recommendation to Realign and Elevate Customer  
Engagement**



**TO:** CareerSource Pinellas Board of Directors  
CareerSource Pinellas Compensation Committee  
Chairman Charlie Justice, Pinellas County Board of Commissioners

**CC:** Dane Eagle, Secretary, Florida Department of Economic Opportunity  
Michelle Dennard, President and CEO, CareerSource Florida

**FROM:** Jennifer Brackney, Chief Executive Officer, CareerSource Pinellas

A handwritten signature in black ink that reads "Jennifer Brackney".

**DATE:** January 31, 2022

**RE:** Recommendations to Realign and Elevate Customer Engagement

As CareerSource Pinellas continues its important work to connect employers with qualified, skilled talent and individuals with employment and career opportunities, it is essential for staff to constantly look at ways to enhance our services. We all recognize that a key priority is outreach to customers and potential customers who would benefit from the availability of public workforce services and resources.

With the mission to build the talent pipeline for today and the future by providing easy access to workforce solutions, CareerSource Pinellas has an opportunity to take an important step to elevate the reach and outcomes with job seekers and businesses in this region.

Last year, the Florida Legislature unanimously passed the landmark workforce, and education systems bill, the Reimagining Education and Career Help (REACH) Act signed into law by Governor Ron DeSantis on June 24, 2021, which took effect July 1, 2021. The REACH Act seeks to increase collaboration, improve training, and enhance equity and access to all Floridians seeking employment services. The REACH Act further underscores the need to develop and execute a **new strategic** and **collaborative** public outreach approach. The REACH Act requires, among other things:

- Further alignment and support across the broader workforce development system to help more Floridians achieve self-sufficiency.
- Creation of a “no-wrong-door” approach to providing access to workforce development services.
- Increased accountability and further integration of Florida’s workforce and education systems to better serve students, job seekers, and workers.
- Enhanced performance and accountability for local workforce development boards

Understanding the greater opportunity of the comprehensive policy reforms being provided by Governor Ron DeSantis and the Florida Legislature with the REACH Act, aimed at improving performance, accountability, and alignment, it is my recommendation for CareerSource Pinellas to merge with one of the local boards in the region. This not only provides the opportunity for a strong realignment with a focus on enhanced outcomes for job seekers and businesses, but it also provides an overall cost-savings.

There are multiple local workforce development boards in this regional labor market and economic development area that are options for the merger and realignment. The following are some of the expected outcomes of the merge:

- Provide significant cost-savings with increased efficiencies and outcomes by leveraging regional resources.
- Enhance opportunities to expand and elevate services; customers in this region will have access to more services.
- Elevate outcomes with increased collaboration with education, business, and economic development partners.

As part of my commitment to this transition, I will not be seeking the CEO position with the new realigned organization.

The Workforce Innovation and Opportunity Act (WIOA) designates or redesignates a local area in consideration of the following criteria:

- Local labor market area
- Common economic development area
- Federal and non-federal resources to carry out WIOA activities
- Population centers
- Commuting patterns
- Industrial composition and sector alignment

Florida's WIOA Unified State Plan (2020-2024) utilizes these factors for potential alignment and regional planning areas.

The Pinellas Metropolitan Service Area (MSA) includes Tampa, St. Petersburg, and Clearwater, with a population of more than three million. The Florida Economic Development Council (FEDC) Tampa Bay Region includes Tampa, Clearwater, St. Petersburg, Bradenton, Sarasota, and Venice, with a population of more than four million. The Florida Department of Economic Opportunity Bureau of Labor Market Statistics indicates the top six counties commuting in and out of Pinellas County: Hillsborough, Pasco, Manatee, Orange, Polk, and Sarasota. These designated regions—aligning with the labor market area, economic development area, population centers and commuting patterns—further highlight the opportunities and advantages of promoting a regional approach by merging with one of the area's local workforce development boards.

With the recommended realignment this region will experience even greater outcomes. In this program year, CareerSource Pinellas assisted **7,047 job seekers** with services including job search, resume assistance, education and training, and other resources to help them enter, remain, and advance in the workforce. We also assisted **1,019 employers** to recruit, hire, train and retain workers.

As the state's economy continues to rebound with employers demanding more workers and more individuals seeking to return to work, now more than ever, regional job seekers, workers, and employers will benefit from this enhanced regional collaboration. This realignment would support the CareerSource Florida-led integrated network, and advance the customer-centered goals of the REACH Act.

With my continued commitment to integrity, accountability, and transparency, I look forward to working with the CareerSource Pinellas Board leadership and staff, Florida Department of Economic Opportunity Secretary Dane Eagle, and CareerSource Florida President and CEO Michelle Dennard to support this effort to advance opportunities in this region and enhance customer engagement.





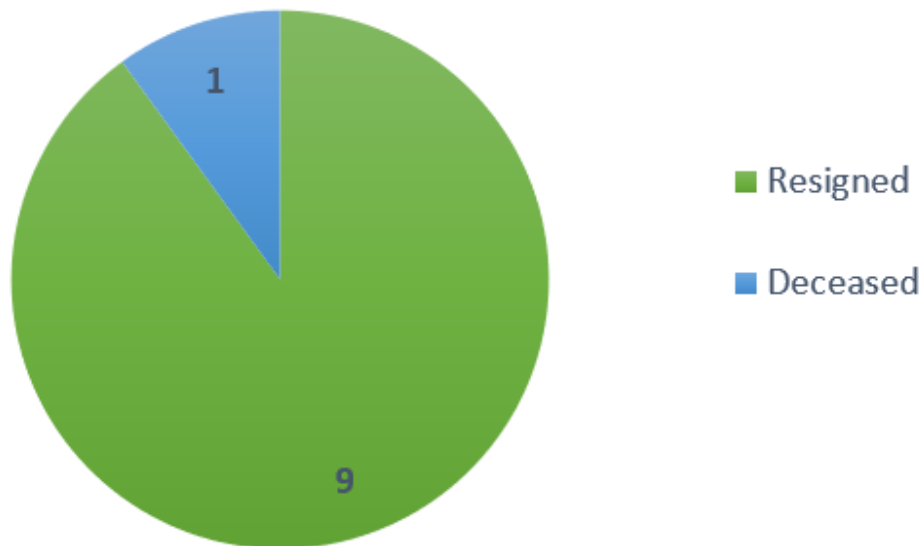
## Compensation Summary Report PY 2021 – 2022 July 1, 2021 to December 31, 2021

We present the following compensation summary reports, including the total number of Employees, a pay range summary, notice of newly hired positions, and the average salary.

As of December 31, 2021, CareerSource Pinellas has 42 active Employees, and the average salary is \$56,044.04.

For Program Year 2021 – 2022 as of December 31, 2021, ten Employees have exited the organization. The reasons for separation are listed below:

### Terminations for PY 2021 - 2022

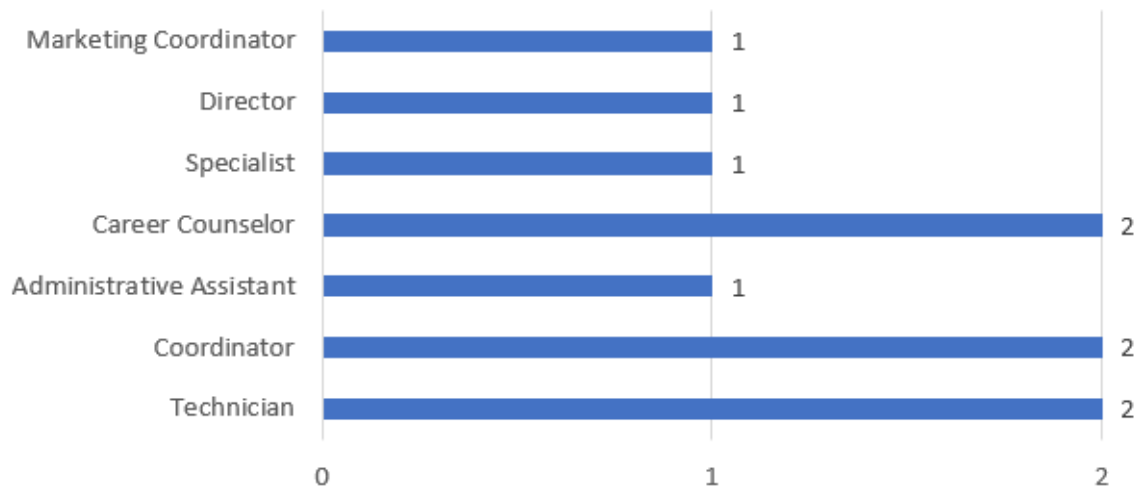


\* Three of the nine resignations had active corrective action/coaching on file, one resignation was due to relocation out of state, and the remaining resignations were due to finding a new opportunity, family circumstances, or other personal reasons.



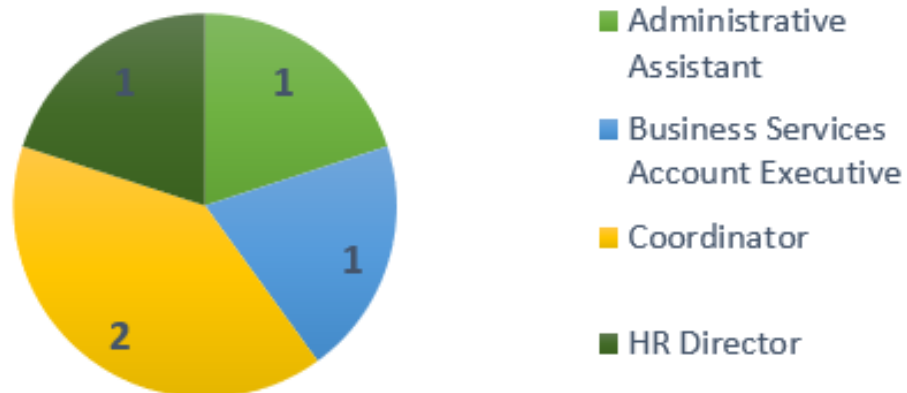
The breakdown of positions held by these former Employees are as follows:

### Job Titles of Former Employees PY 2021 - 2022



Additionally, for the Program Year 2021 – 2022 as of December 31, 2021, a total of 5 new hires were chosen for the following positions:

### New Hires by Job Title for PY 2021 - 2022 from July 1, 2021 to December 31, 2021





## **Information Item 2 Pay Range by Job Family Summary Report**

For your review, please see the attached chart detailing pay ranges by Job Family for the 42 active Employees as of 12/31/2021.

There is one Navigator exceeding the maximum salary threshold due to seniority, having held a position since 07/01/2009.

There is one Lead exceeding the maximum salary threshold due to seniority, having held a position since 07/01/2009.

There are two Coordinators exceeding the maximum salary threshold due to industry experience.

Job Family Titles										
Job Title Family	Grade Level	No of Employees at min salary	No of Employees at mid-point	No of Employees at max salary	Min Salary	Mid Salary	Max Salary	Actual Salary - Single Position	Annual Benefit Stipend	401(k) Retirement Plan
Technicians	102	2	2		\$33,580	\$38,640	\$43,700		\$13,080.00	5% of base pay
Instructor	103				\$36,500	\$42,000	\$47,500		\$13,080.00	5% of base pay
Specialist	103	8	2		\$36,500	\$42,000	\$47,500		\$13,080.00	5% of base pay
Career Counselor	104	5	4		\$39,420	\$45,360	\$51,300		\$13,080.00	5% of base pay
Navigator	104			1	\$39,420	\$45,360	\$51,300	\$52,761.28	\$13,080.00	5% of base pay
Instructor, Trades	105				\$42,574	\$48,989	\$55,404		\$13,080.00	5% of base pay
Business Services Representative	105	1	1		\$42,574	\$48,989	\$55,404	\$50,887.41	\$13,080.00	5% of base pay
Lead	105	1	1	1	\$42,574	\$48,989	\$55,404		\$13,080.00	5% of base pay
Coordinator	206	1	4	2	\$45,979	\$52,908	\$59,836		\$13,080.00	5% of base pay
Supervisor	208	1			\$53,630	\$64,356	\$75,083	\$62,899.46	\$13,080.00	5% of base pay
Partner	210				\$62,555	\$75,065	\$87,576		\$13,080.00	5% of base pay
Director	214	2	1		\$82,943	\$103,841	\$124,741		\$13,080.00	5% of base pay
CFO/COO	219	1			\$121,870	\$158,431	\$194,992	\$137,812.74	\$13,080.00	5% of base pay
CEO	221		1		\$142,149	\$184,794	\$227,438	\$188,475.30	\$13,080.00	5% of base pay
Total Staff		22	16	4						
Percentage		43.14	31.37	7.84						

\* Information as of Dec. 31, 2021

Grade	Exemption
100s	Non-Exempt
200s	Exempt





### **Information Item 3 CareerSource Pinellas Organizational Chart**

As part of the Compliance Review and the request to continuously review and update the Organizational Chart, please see the attached version updated as of January 31, 2022.

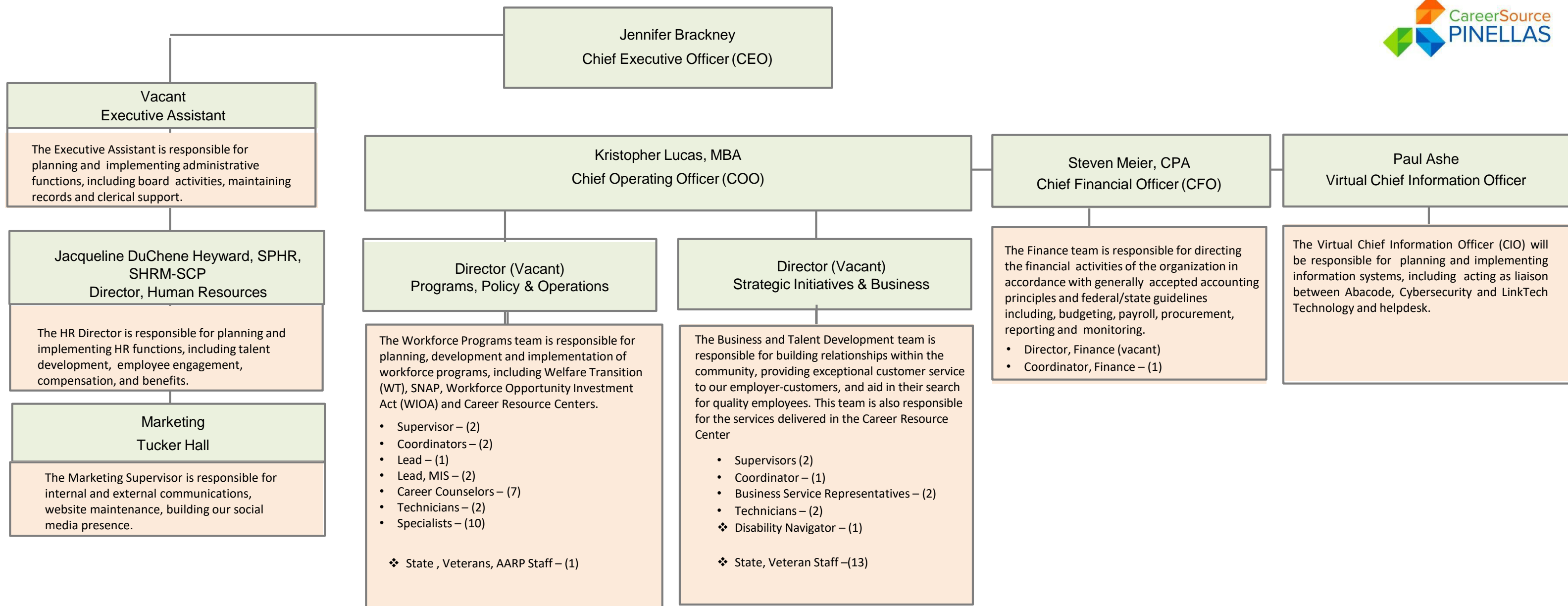
As part of the succession planning efforts within the organization, HR is working with the CFO to determine the best staffing mix to ensure continued growth, a focus on ensuring contracts and procurement meet federal/state guidelines, there is a thorough review of program/contract details when processing payments, and robust reports are available to the leadership team to make informed decisions.

Since the beginning of the Program Year, the Workforce Programs team has decreased by one Director. Kris Lucas was promoted to Chief Operating Officer (COO), and three coordinators were promoted to a supervisors.

As part of the ongoing evaluation of our service delivery model, we are assessing caseloads to determine the appropriate team needed to move forward in 2022.

Tucker Hall is currently working closely with the team at CareerSource Pinellas to implement strategic marketing and public relations efforts.

Additionally, to enhance the employee experience at CareerSource Pinellas, champion culture initiatives, and improve ongoing communications within the Team, we are currently sourcing for professionals to assist with Communications and Employee Engagement.



**PY'2021-2022**

CareerSource Pinellas  
 Employees: 50-55  
 Budget: \$4,184,408



## **Information Item 5 Performance Metrics and Evaluations**

Employees have raised concerns unattainable performance metrics and those concerns were discussed at the Special Board Meeting on December 15, 2021. Employees continue to raise similar concerns following that meeting.

For example, one employee wrote:

- *The Director stated the new goals were set by the CEO based on the performance of a single employee. Even though the new goals were highly unrealistic and unattainable because of the lack of new and non-active customers coming to the center, they were still established company wide.*
- *Since the implementation of the new goals, all staff members have been unable to meet their goals which has resulted in poor evaluations. Even employees who are consistently high performers have been affected by these new unattainable goals.*
- *Essentially, by creating new performance goals, employees are forced to falsify services that were either not properly given to customers or not given at all.*

The performance metrics are based on the Primary Indicators as required by the United States Department of Labor (USDOL) and finalized through a negotiation process with the Department of Education (DEO). They are not set by the CEO as stated by the employee above, but the CEO is responsible for leading the organization in meeting the metrics. Certainly, it is not acceptable for employees to falsify services in order to do so and there is no evidence that this has been done, per the independent investigator's report.

With respect to the employee concerns regarding performance metrics, the Board of Directors discussed at the Special Board Meeting the possibility of holding information sessions with employees to review the metrics and explain how they relate to the overall mission of the organization.

For the purposes of this discussion, please review the following: sample goals, DEO Primary Indicators, Staff Performance Evaluation Form, and the PY 2020-2021 Evaluation Report.

# DEO PRIMARY INDICATORS

*Accountability/ownership and goals/metrics at every level*

LWDB 14						
Measures	PY2020-2021 4th Quarter Performance	PY2020-2021 % of Performance Goal Met For Q4	PY2020-2021 Performance Goals	PY2021-2022 1st Quarter Performance	PY2021-2022 % of Performance Goal Met For Q1	PY2021-2022 Performance Goals
<b>Adults:</b>						
Employed 2nd Qtr After Exit	94.50	105.00	90.00	94.00	104.44	90.00
Median Wage 2nd Quarter After Exit	\$11,970	171.00	\$7,000	\$11,075	153.82	\$7,200
Employed 4th Qtr After Exit	87.50	102.34	85.50	87.30	102.11	85.50
Credential Attainment Rate	95.50	136.43	70.00	95.30	132.36	72.00
Measurable Skill Gains	76.60	162.98	47.00	67.10	136.94	49.00
<b>Dislocated Workers:</b>						
Employed 2nd Qtr After Exit	90.10	100.11	90.00	91.30	101.44	90.00
Median Wage 2nd Quarter After Exit	\$10,846	154.94	\$7,000	\$11,463	161.45	\$7,100
Employed 4th Qtr After Exit	72.90	85.56	85.20	71.60	84.04	85.20
Credential Attainment Rate	87.60	125.14	70.00	88.60	126.57	70.00
Measurable Skill Gains	88.70	188.72	47.00	80.30	163.88	49.00
<b>Youth:</b>						
Employed 2nd Qtr After Exit	89.80	106.27	84.50	91.70	108.52	84.50
Median Wage 2nd Quarter After Exit	\$4,739	148.09	\$3,200	\$4,472	139.75	\$3,200
Employed 4th Qtr After Exit	86.00	110.26	78.00	88.40	113.33	78.00
Credential Attainment Rate	76.00	88.06	86.30	88.90	103.01	86.30
Measurable Skill Gains	80.30	170.85	47.00	65.10	132.86	49.00
<b>Wagner Peyser:</b>						
Employed 2nd Qtr After Exit	59.50	89.88	66.20	56.40	86.77	65.00
Median Wage 2nd Quarter After Exit	\$5,651	113.02	\$5,000	\$5,610	112.20	\$5,000
Employed 4th Qtr After Exit	61.20	95.33	64.20	58.30	90.81	64.20
<b>Not Met (less than 90% of negotiated)</b>						
<b>Met (90-100% of negotiated)</b>						
<b>Exceeded (greater than 100% of negotiated)</b>						

**CAREERSOURCE PINELLAS**  
**STAFF PERFORMANCE EVALUATION - PY July 2020 - June 2021**

Program Year July 1, 2020-June 30, 2021

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Supervisor: \_\_\_\_\_

	Relative Impact (weight)	Employee's Rating	Supervisor's Rating	Final Rating	Points RI x rating	Comments
<b>Soft Skills</b>						
Decision Making	4				0	
Dependability	4				0	
Teamwork / Interpersonal Skills	4				0	
<b>Job Related Skills</b>						
Job Knowledge and Adherence to Policies	4				0	
Quality and Quantity of Work	5				0	
Service Delivery / Communications	4				0	
<b>Goal Attainment (per attached sheet)</b>	75				0.00	
<b>Total Points</b>	100.00	0.0	0.0	0.0	0.00	
<b>Overall Rating</b>					0	

**OVERALL EVALUATION COMMENTS**

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Date

Rating	Level of Performance	Range of Overall Rating (points)	Range of Increase (points)
5 Exceptional Performance	Consistently exceeds the performance expectation of the position.	451-500	5%
4 Successful Performance	Consistently meets and often exceeds the performance expectation of the position.	351-450	4%
3 Meeting Performance	Consistently meets and may occasionally exceed the performance expectation of the position.	251-350	2%-3%
2 Developing Performance	Exhibits inconsistent job performance, but has the capacity to improve to meet the performance expectation of the position.	151-250	1%
1 Not Meeting Performance	Consistently fails to meet the designated performance expectation.	0-149	0%

WORKNET PINELLAS  
STAFF PERFORMANCE EVALUATION

Name:	Job Title:	Supervisor:
-------	------------	-------------

Goals - List and evaluate goals set for this position and employee.	Impact	Self-Eval Rating	Supervisor Rating	Final Rating	Points	Comments
Consistently meeting and exceeding performance and program goals.	20				0	
Honoring our role as stewards of the public trust by managing human and financial resources respectfully and responsibly.	15				0	
Contributing to and ensuring the successful implementation of the goals and key initiatives outlined in the Strategic Plan, including accountability, communicating the vision and developing robust partnerships.	15				0	
Conducting ongoing review of current programs to ensure alignment with policy guidance from USDOL, DEO, CSF, and the Board of Directors. Establishing standard of work and follow SOPs and Desk Guides.	25				0	
Additional goals.	0				0	
<b>Total:</b>	<b>75</b>				<b>0</b>	

*By my signature below, I confirm that I have received and reviewed the performance standards and objectives for my CSPIN position. I understand that I will be rated based on a scale that will award either: "5 Exceptional Performance"; "4 Successful Performance"; "3 Meeting Performance"; "2 Developing Performance"; "1 Not Meeting Performance" which requires a written performance improvement plan.*

Staff Signature: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Management Signature: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_



**Information Item 4 Cont.  
Goals**

“Consistently meeting and exceeding performance and program goals.”

**Goals for Wagner Peyser**

Business Service Representatives

Career Resource Center Specialists

WIOA Case Managers

Disabled Veteran Outreach Program (DVOPs)

**Goals for WIOA**

WIOA Case Managers

WORKNET PINELLAS

STAFF EVALUATION

GOAL ATTAINMENT

OBJECTIVES- GENERAL:	Supv Eval	Final Rating	Comments
Customers with full registration (completed PIRL)-(Goal=90%)			
Services entered per customers with PIRL-(Goal = 5 per customer)			
Job referrals (Goal=2 per customer)			
Placement goal= 70%			
<b>OBJECTIVES- PY' 2021 - 2022 WAGNER PEYSER:</b>			
Employment Rate (2nd Qtr after Exit) (Goal=65%)			
Employment Rate (4th Qtr after Exit) (Goal=64.2%)			
Mediam Earnings (2nd Qtr after Exit) (Goal=\$5,000)			
<b>OBJECTIVES - PY'2021-2022 WIOA</b>			
Employment Rate (2nd Qtr after Exit) Adult: (Goal=90%); DW: (Goal=90%); Youth: (Goal=84.50%)			
Median Wage 2nd Quarter after Exit Adult: (Goal=\$7,200); DW: (Goal=\$7,100); Youth: (Goal=\$3,200)			
Employed 4th Quarter after Exit Adult: (Goal=85.50%); DW: (Goal=85.20%); Youth: (Goal=78.00%)			
Credential Attainment Rate Adult: (Goal=72%); DW: (Goal=70%); Youth: (Goal=86.3%)			
Measurable Skills Gains Adult: (Goal=49.00%); DW: (Goal=49.00%); Youth: (Goal=49.00%)			

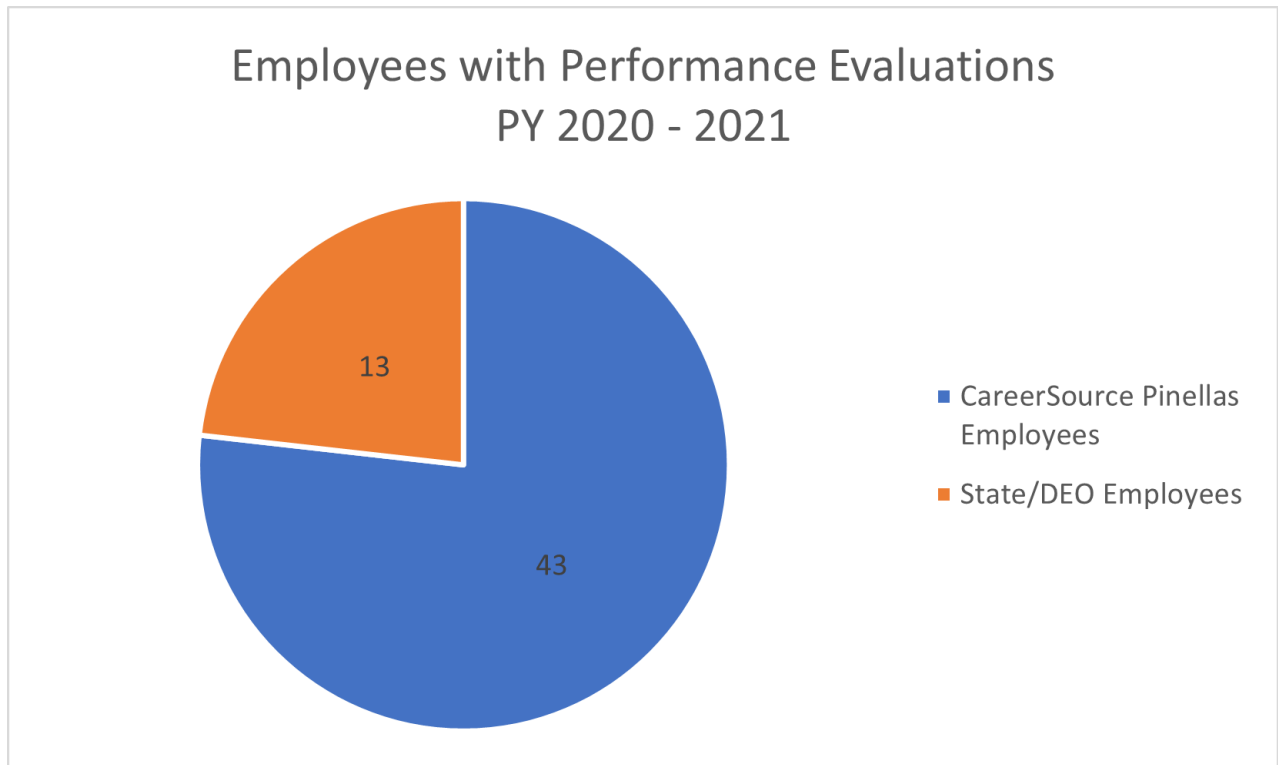




## Information Item 6

### Evaluation Report

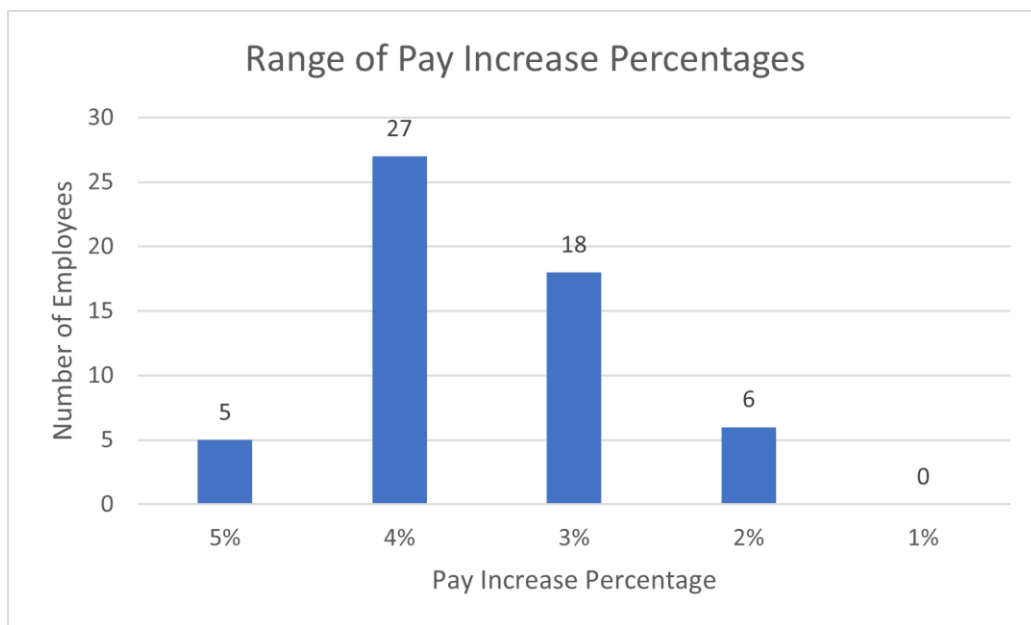
For the Program Year 2020 – 2021, a total of 56 individuals went through the annual Performance Evaluation process, 13 of whom are employed by the DEO.



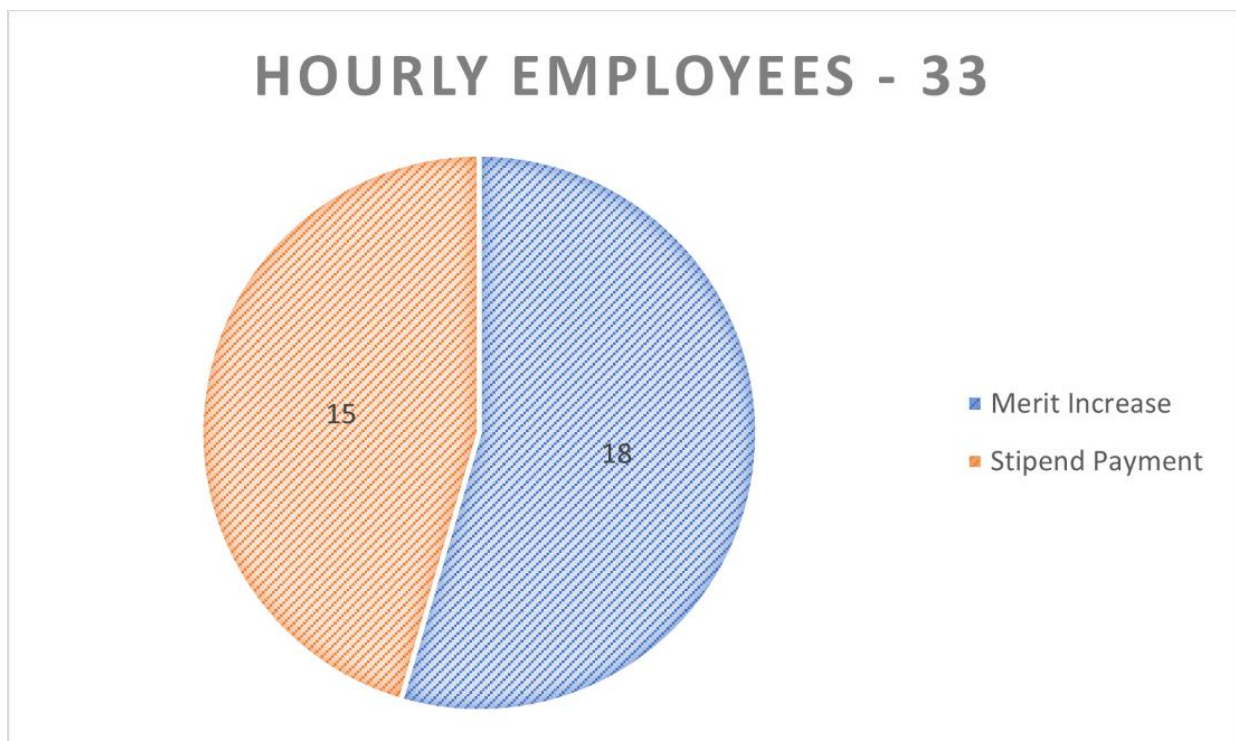
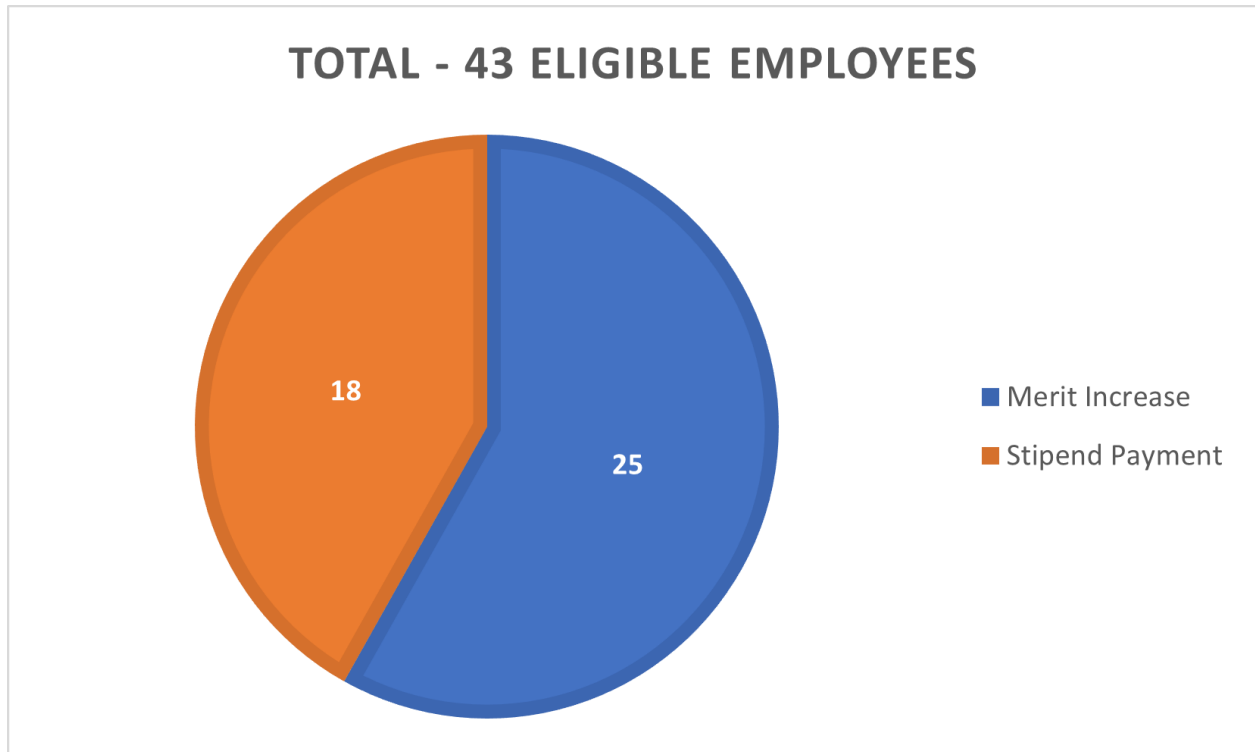
The following rating system was utilized to determine an Employee's Overall Rating, that directly correlates to a pay increase percentage.

Rating	Level of Performance	Range of Overall Rating (points)	Range of Increase (points)
5 Exceptional Performance	Consistently exceeds the performance expectation of the position.	451-500	5%
4 Successful Performance	Consistently meets and often exceeds the performance expectation of the position.	351-450	4%
3 Meeting Performance	Consistently meets and may occasionally exceed the performance expectation of the position.	301-350	3%
		251-300	2%
2 Developing Performance	Exhibits inconsistent job performance, but has the capacity to improve to meet the performance expectation of the position.	151-250	1%
1 Not Meeting Performance	Consistently fails to meet the designated performance expectations for the position.	0-149	0%

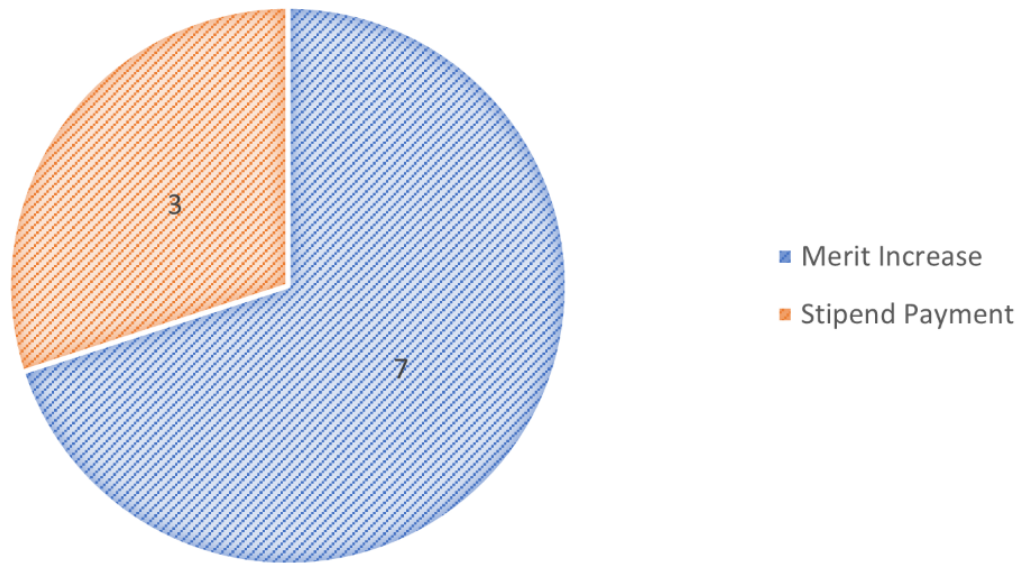
The following graph articulates a summary of the distribution of scores:



This year, employees were afforded two options for their pay increases. Option 1 allowed employees to enjoy a merit pay increase which is added to the employee's paycheck biweekly on a go forward basis. The second option allowed employees to take advantage of a one-time performance stipend payment. Here is a summary of what the employees elected for their performance pay:



## SALARIED EMPLOYEES - 10





## **Information Item 6**

### **Website**

Board member, Scott Thomas requested that the website be added to the agenda for discussion.

The website management and support has been the responsibility of Complete Technology Solutions (CTS) as part of their contract with CareerSource Pinellas. There have been many issues with the management and support of the website. During the most recent incident in late summer 2021, the website “crashed,” CTS did not have a back-up, and all the updated information was lost.

As part of the IT transition, Paul Ashe, vCIO recommended the website transition from CTS to Blue Host on December 31, 2021. This provider has been responsive, rebuilt the website framework, and updated content. The new website was posted on Monday, January 3<sup>rd</sup>. During this transition, there were some documents that did not transfer, and have since been uploaded to the website. At this time, the website remains a work in progress.



## **Information Item 1**

### **Response to the DEO Inquiry**

#### **INFORMATION**

CareerSource Pinellas received an inquiry from the Department of Economic Opportunity (DEO) dated January 6, 2022 requesting a detailed, written response to matters concerning the following topics:

- Service Delivery Model
- Staffing Levels
- Staff Development
- Grievance Procedures
- Participant Engagement



January 19, 2022

Charles Williams, Workforce Administrator  
Florida Department of Economic Opportunity  
Division of Workforce Services  
107 E. Madison Street  
Tallahassee, FL 32399

Dear Mr. Williams:

This report is in response to the January 6, 2022, letter from Deputy Secretary Adrienne Johnston about “an anonymous complaint regarding operations of CareerSource Pinellas (CSP) and a letter from Pinellas County Commissioner Rene Flowers regarding action taken to investigate the complaint.” I appreciate the opportunity to share information in response and steps I am taking in partnership with the executive leadership team to address our workplace environment. My goal is to provide the best services to individuals in our community with a dedicated team that enjoys coming to work and finds fulfillment in what they do.

Notably, the outside firm hired by the CareerSource Pinellas Board of Directors to investigate the complaint made on October 29, 2021, found no violation of the law, rule, or regulation, and found no improper or unethical conduct. The report did recommend additional steps to address organizational culture and employee engagement, which I wholeheartedly embrace. At the December 15, 2021, meeting of the CareerSource Pinellas Board of Directors, the Board heard the report findings and affirmed the disciplinary actions taken toward the Complainant. The Board referred the section of the report related to organizational culture, as well as recommendations by Commissioner Flowers, to the Compensation Committee for further review and recommended action, if any.

The following addresses the questions raised in the letter from Deputy Secretary Johnston:

1. **Service Delivery Model:**

**Q: Explain how your current service delivery model and staffing are adequate to meet the needs and the operational objectives of the CSP Board.**

## **Current Service Delivery Model**

The CareerSource Pinellas (CSP) service delivery model is outlined in the comprehensive Local Workforce Development Board (LWDB) Four-Year Plan. This service delivery model was approved by the CareerSource Pinellas Board of Directors, the Pinellas County Board of County Commissioners, and the Department of Economic Opportunity (DEO). The Plan remains in effect through June 30, 2024. As required, the CSP Board of Directors revisits and recalibrates the plan in response to changing economic conditions and workforce needs.

With over-arching goals of ensuring that the region achieves economic prosperity, competitiveness, and growth, CareerSource operations are aligned primarily with five in-demand industry sectors: Finance & Insurance, Manufacturing, Healthcare & Social Assistance, Construction, and Professional, Scientific & Technical Services. Growing regional industries of Hospitality & Retail, Transportation, Government, and Education are also targeted.

Saint Petersburg (South County) and the Clearwater (Gulf-to- Bay) centers are comprehensive One-Stop Centers providing Career Resource Center access, WIOA (Workforce Innovation Opportunity Act - Adult, Dislocated Workers, and Youth), Welfare Transition Program (WTP), Temporary Assistance for Needy Families (TANF), Wagner-Peyser (WP), Veteran Services, Supplemental Nutrition Assistance Program (SNAP), Ticket to Work (TTW)-Disability Navigator, Reemployment Services (RESEA), and Eligibility Assistance.

Career Source Pinellas Tarpons Springs, EpiCenter, Lealman, and Clearview locations are One-Stop Satellite Centers providing Career Resource Center access, Workforce Innovation Opportunity Act (WIOA) - Adult, Dislocated Worker, and Youth, Wagner Peyser, and Veteran Services. The centers also provide quality referrals or internet access to all other services available at full-service One-Stop Centers.

Customers have access to programs, services, and activities during regular business days at a comprehensive One-Stop Center. All full-service offices are open daily from 8:00 am – 5:00 pm. Extended hours are available based on location and customer needs. CareerSource Pinellas' Services include eligibility determination, outreach, intake, orientation, initial assessment, labor exchange services, referrals to jobs and programs, labor market information, performance information, program costs, support services, information, and assistance on filing claims for unemployment, and continuing services.

### **One-Stop System – Career Resource Centers:**

CareerSource Pinellas currently has five One-Stop locations as follows:

Full-Service One-Stop Centers:

- CareerSource Pinellas – South County (12,000 square feet) 3420 8th Avenue South, St. Petersburg, FL 33711
- CareerSource Pinellas – Gulf to Bay (10,418 square feet) 2312 Gulf-to-Bay Boulevard, Clearwater, FL 33765



#### Satellite One-Stop Centers:

- CareerSource Pinellas – Tarpon Springs (130 square feet and shared space of approximately 1,200 square feet.) St. Petersburg College Campus, 682 E. Klosterman Road, Tarpon Springs, FL 34689
- CareerSource Pinellas – Clearview Adult Education Center, 3815 43rd Street St. Petersburg, FL 33714
- CareerSource Pinellas – Lealman Exchange, 5175 45<sup>th</sup> Street N, St. Petersburg, FL 33714
- CareerSource Pinellas – administrative office located at St. Petersburg College EpiCenter Campus, 3805 58th Street North, Suite 1-401, Clearwater, FL 33760

Per CareerSource Florida Administrative Policy for One-Stop Certification, CareerSource Pinellas' full-service One-Stop Centers, located at 3420 8th Avenue South, Saint Petersburg, FL, 33711 and 2312 Gulf to Bay Boulevard, Clearwater, FL, 33765, meet the comprehensive One-Stop certification requirements.

#### **One-Stop Center Services**

There are three types of WIOA-authorized career services available within CareerSource Pinellas' One-Stop delivery system: basic, individualized, and follow-up services. These services may be provided in any order and are flexibly tailored to the employment needs of the individual customer, in line with a mutually agreed-upon plan between the customer and his/her assigned case manager.

- **Basic Career Services**

Basic Career Services are available to all individuals seeking services in the CareerSource Pinellas One-Stop delivery system. For individuals, services are available to individuals in need of employment and training assistance through multiple programs, partners, and those otherwise seeking guidance and assistance to attain sustainable long-term employment.

- **Individualized Career Services**

If a One-Stop Center's staff member determines that individualized career services are appropriate for an individual to obtain or retain employment, these services are then made available to the individuals.

- **Follow-up Services**

Follow-up services are provided as appropriate for participants who are placed in unsubsidized employment for up to 12 months after the first day of employment or program exit, whichever occurs later. A valuable WIOA service, which helps successful, ongoing employment, is the provision of individual counseling about the workplace. Follow-up services do not extend the date of exit in performance reporting.

CareerSource Pinellas' objectives include leveraging tools that enhance outreach to job seekers, e.g., promoting the use of our web portal, Virtual One-Stop System, and Employ Florida (EF), to increase website traffic. Outreach is conducted via a variety of approaches, including, social/online media, IVR, through partners, local media, and word of mouth.

- **Business Services**

For businesses, services include recruitment, career fairs, labor market information, job postings, business seminars, outplacement services, and education regarding potential grant funding.

### **One-Stop Operator**

Kaiser Group, Inc., d/b/a Dynamic Workforce Solutions, was selected to serve as the contracted One-Stop Operator through a competitive procurement process.

### **Partnerships that Connect Workforce Stakeholders**

To remain responsive, we must continue to facilitate meaningful communication between our stakeholders, including employers, job seekers, and post-secondary education institutions. Our partner organizations are led by people with a vision and an understanding that flexibility is the key to meeting the training needs of a changing economy, and partners are committed to collaborating to meet the needs of individuals and businesses in the area. The One-Stop Consortium, consisting of partner agencies, coordinate and facilitate open communication and collaborate to ensure the highest levels of creativity, and cooperation to meet the needs of the One-Stop Career Center goals.

### **Youth Services**

Youth services are also contracted via our local Youth Provider, the Pinellas Education Foundation, which is an organization that maintains strong partnerships within the Pinellas Schools network. Youth Connect also provides or connects youth to needed supports to begin and complete their chosen career path under the 14 WIOA youth workforce activities, with the ultimate goal of gainful employment at a self-sufficient wage.

### **Direct Provider of Services**

CareerSource Pinellas has been approved through CareerSource Florida to provide direct services and will continue to provide direct career services as defined by the WIOA, section 134(c)(2) for all programs. As a result, the One-Stop Operator contracted to provide services described under Section C above does not provide direct training or career services.

In addition to implementing the operational objectives of the service delivery model, CSP has responded to the United States Department of Labor's Compliance Review for more than two years. This included analyzing the 17 findings and three areas of concern, rectifying concerns where possible, addressing system issues, complying with regulations, and aligning programs and services with local, state, and federal guidelines. Currently, CSP is working with DEO to help mitigate related financial impacts.

### **Current Staffing**

CSP's current staffing levels fully support the service delivery model and honor the operational objectives of the CSP Board of Directors. Currently, 56 employees are working at CSP, including 42 CSP employees and 14 employees from the Department of Economic Opportunity (DEO). There are 49 CSP and DEO employees providing direct services to businesses and individuals within the One-Stop Delivery System.

Additionally, CSP is hiring six new employees for the following positions: career counselor, navigator, and supervisor to support all Career Resource Center and programmatic responsibilities. Additionally, the Chief Operating Officer position is being filled to better support the organization's alignment and operations strategy. An executive assistant is in the process of being hired to support the CEO in completing the administrative duties associated with the Board of Directors and its Committees.

To fully support the operational objectives, CSP has found that cross-functional alignment of staff and services is paramount. It moves staff away from operating in silos and creates the ability of all team members to support one another. CSP has focused heavily on building the business services team to support and engage with front-line programmatic teams to ensure more effective, efficient services to our local businesses. The current team of business service representatives, technicians, coordinators, and Local Veterans' Employment Representatives (LVERs) has allowed CSP to bring results-driven career fairs, multiple apprenticeship offerings, and other work-based learning opportunities. We will soon fully integrate this team into our Career Resource Centers to provide direct and immediate support to our team and customers. A strength that we will continue to focus on is cross-training frontline staff so that eligible jobseekers gain needed access to the full array of employment-related programs and funding under Wagner-Peyser, including referrals and core services.

Regarding opportunities and challenges:

The Chief Financial Officer, Chief Information Officer, Chief Operating Officer, Directors, HR Director, and Executive Assistant report directly to the CEO.

- We have made forward strides working with the CFO to provide leadership for allocating approximately \$9 million in revenue, delivering monthly detailed reports to track and manage budget vs. expenditures by grant, in turn creating greater transparency. As we move forward, it is important to build a Finance Team focused on assuring the development of adequate controls, developing sound financial practices, and ensuring overall financial performance remains within Board approved parameters. Currently, the HR Director is working with the CFO to determine the best staffing mix to ensure growth and a focus on strategic development including, ensuring contracts and procurement meet federal/state guidelines, a thorough review of program/contract details prior to processing payments, and robust, comprehensive, and user-friendly reports for the Executive Leadership Team to make informed decisions about programs, staffing, and other organizational decisions.
- We have made incredible progress working with the CIO to implement the technology objectives focused on these principles: Cybersecurity, Technology Architecture, Financial Responsibility, and Operational Responsibility. The CIO strategically managed the organization's infrastructure, including: migrated email to Microsoft Office 365; implemented multifactor authentication; transitioned applications to the Cloud;

deployed 75 new laptops; upgraded employee workstations; upgraded two upgraded SonicWall Firewalls; implemented upgraded high-speed network switches in two locations; re-wired and cleaned-up the network closets; migrated active directory to Microsoft Azure; migrated network directories to Microsoft SharePoint; migrated employee home drives to Microsoft OneDrive; migrated network directors to Microsoft Sharepoint; renegotiated the Abacode contract to reduce cost by \$24,000 over a 3-year period; transition the IT vendor from CTS to Link Tech to manage email, software, network, and hardware upgrades; transitioned the website from CTS to a new website vendor to re-build the website framework and update content; contracted with an outside organization to perform Security Awareness Training for all staff, and is currently coordinating the transition of from CTS's Atlas system to the state-sponsored Employ Florida system for WIOA case management.

- During the last program year, the CEO worked with the Board of Directors to facilitate 32 Board, Committee, and board-related meetings to fulfill governance functions and manage the Board's due diligence process and assure timely attention to core issues. The Board of Directors reviewed/took action on 124 Items, including 65 action items and 59 information items. Communication with the Pinellas Board of County Commissioners (BCC) has been improved by providing regular performance, program, and detailed budget updates.

The Executive Leadership team is also supported by three Directors (HR, Programs/Business, and Strategic Initiatives) and contracted vendors providing website/marketing/outreach support, internal monitoring, 24/7/365 cybersecurity monitoring, information technology management services, a one-stop operator, and a finance contractor providing semi-annual internal monitoring activities, including administration, finance, customer-related expenditures, work-based learning, and subrecipient monitoring.

The results of the efforts of the entire CSP team are evidenced in the results of programmatic/financial monitoring, the achievement of primary indicators, and the results of the annual financial audit.

**From a performance standard, it is important to note there were no Workforce Innovation and Opportunity Act (WIOA) Findings in the DEO Programmatic Monitoring (April 2021).**

Overall, Findings were reduced from five in PY'19-20 to three in PY'20-21. Other Noncompliance Issues (ONIs) were further reduced from eight in PY'19-20 to six in PY'20-21. **There were no Findings identified in the DEO Financial Monitoring.** There was one Observation noted, and three instances of technical assistance.

The audit firm of Thomas Howell Ferguson P.A. completed the annual financial audit of WorkNet Pinellas, Inc. for the fiscal year ended June 30, 2021. **The results disclosed no instance of noncompliance or other matters that are required to be reported under Government Auditing**

**Standards.** The full report was presented to the Audit Committee on December 15, 2021, and will be presented to the Board of Directors on January 19, 2022.

**Q: What are your strategies to address any weaknesses in your service delivery model, if any?**

The service delivery model has primarily been effective in its implementation and quality of services to individuals and businesses. Areas that we are continuing to address include enhancing programmatic and financial strategies for growth and development and enhancing our internal workplace environment.

In addition, on an annual basis, CSP completes the Internal Control Questionnaire (ICQ) developed by the Department of Economic Opportunity (DEO) and Bureau of Financial Monitoring and Accountability. It also includes a self-assessment tool to help evaluate whether a system of sound internal control exists, identifies weaknesses, and helps ensure effective and efficient operations, reliable financial reporting, and compliance with applicable laws and regulations.

The Chief Executive Officer (CEO), Chief Financial Officer (CFO), and the Executive Leadership Team set the tone and have ultimate responsibility for a strong system of internal controls. The Internal Control Questionnaire (ICQ) was completed by Jennifer Brackney, CEO, and certified by Barclay Harless, Board Chair, and submitted to DEO after review and approval by the Board of Directors on November 17, 2021.

**Q: Is the overarching intent of your recommendation to the CSP board regarding “exploring available, alternative options for managing day-to-day operations of multiple Career Resource Centers in Pinellas, County Florida” to determine the feasibility of your one-stop operator and/or workforce service?**

The overarching intent of the recommendation to the CSP Board of Directors was to initiate the process for exploring available, alternative options for managing day-to-day operations of multiple Career Resource Centers in Pinellas County, and delivering a broad range of federally-mandated workforce services to employers and job-seeking customers in the region in accordance with the federal Workforce Innovation and Opportunity Act (WIOA) and other governing laws and rules.

**Q: If outsourcing workforce services is the intent, what is the timeline, and what are your interim staffing strategies regarding continuously providing much-needed services to Pinellas County Residents?**

Currently, there are no specific plans to outsource workforce services. However, it is important to present information to the Board of Directors that allows them to make informed decisions regarding options for managing day-to-day operations, including outsourcing and other strategic alternatives.



**Q: Since a large amount of the Workforce Innovation Opportunity Act (WIOA) cases exited, what strategies are being implemented to optimize caseload to career manager ratios?**

As presented at the July 14, 2021, meeting of the Board of Directors, the Florida Department of Economic Opportunity (DEO) began reviewing the case duration of participants across multiple workforce programs being administered through Florida's 24 Local Workforce Development Boards (LWDBs). In some instances, participants reviewed by DEO had remained active in programs for up to seven (7) years. Most egregious case durations appeared to occur in an effort to continue serving the participant until a positive outcome was reached. Federal guidance, however, stipulates what activities and services may extend a participant's case. The issue surrounding case duration was also addressed in the U.S. Department of Labor's (DOL's) most recent compliance review of Florida based on the actions of the former CEO of CareerSource Tampa Bay and CareerSource Pinellas.

In 2021, DEO engaged a workgroup consisting of ten (10) Local Workforce Development Boards (LWDB) to develop the framework for a Common Exit Administrative Policy designed to standardize participant case closures and refocus Florida's efforts on actively engaged jobseekers. The State Workforce Development Board approved the Common Exit Administrative Policy on June 9, 2021. The policy communicated established federal guidance and clarified the necessary operational requirements for participant case duration and service provision.

In anticipation of the policy's release, in March of 2021, DEO coordinated with all 24 LWDBs, including CSP, to establish a timeline to close and exit participants who did not meet the policy's requirements for maintaining active participation. DEO provided technical assistance instructing LWDBs to close and exit all participants who were no longer actively engaged in workforce activities.

As program performance measured through DOL's Primary Indicators of Performance are primarily exit-based, measures were taken to ensure that the impact was mitigated to the extent possible. Despite these mitigating efforts, CareerSource Pinellas' performance numbers will be diminished. In Program Year 2020-2021, CSP closed and exited participants to comply with this policy. As a result, CSP met/exceeded 15 primary indicators and did not meet three primary indicators. Since primary indicators are lagging indicators, the effects of this directive will also be evident in the current year's performance. However, the actions taken by the DEO and the LWDBs should enhance our state's ability to respond to those citizens most in need as we assist with their return to meaningful, sustained employment.

Since this policy was implemented, CSP has focused on providing follow-up services to those individuals who were exited and to ensure they have the tools necessary to obtain or retain employment. This action does not extend participation. For the individuals actively participating in training, the current case manager to caseload ratio is approximately 50 to 1. The typical caseload ratio is between 50-125 per case manager, depending on the population served and type/length of training.

The current strategies being reviewed for implementation to optimize caseload to career manager ratios include hiring new career counselors to expand capacity, streamlining the case management process, and transitioning case management activities to Employ Florida. The

current case management process is often disjointed and has several “hand-off” points for the participants. To promote accountability and continuity for the participants, the new case management process allows the participant to remain with the same case manager from the point of eligibility determination, enrollment, training, placement in employment through follow-up. There will be four new career counselors onboarded in early February. The transition to Employ Florida is in process and should be completed by the end of January.

CSP also leverages technology to provide enhanced services to local job seekers and enrolled participants. Online access for training, virtual visits, and access to CareerSource tools and activities are available to job seekers, enrolled participants, and staff. One technical application, for example, provides customers with added interaction and assists counselors with an Artificial Intelligence (AI) follow-up approach to activity assignment and ongoing communication. Further, CSP has aligned with the directions of the DEO in transitioning from Atlas, a local management information system, to the state-sponsored Employ Florida system that supports case management.

## **2. Staffing Levels:**

The complaint alleges the following staffing turnover/hiring.

- Turnover = 18 (PY 20-21)
- Hired = 9 (PY 20-21)
- Turnover = 4 (PY 21-22)
- Hired = 3 (PY 21-22)

**Q: Are these allegations accurate? If yes, what challenges have you faced regarding staff retention and how are you addressing the issue(s).**

As of December 31, 2021, of Program Year 2021-2022, CSP had 42 active employees. There were ten employees that exited the organization in that timeframe, with three leaving after the formal complaint in December which was unsubstantiated by the Board of Director’s investigation. Of the 10 departures, nine were resignations, and sadly one member of the CSP team passed away. Of the nine resignations, three had active corrective action and/or coaching, one resignation was due to relocation out of state, and the remaining five were due to finding a new employment opportunity, family circumstances, or other personal reasons (as reported in the HR system). The employees who left the organization this program year held the following positions: marketing coordinator (1), director (1), specialist (1), career counselor (2), administrative assistance (1), coordinator (2), and technicians (2). Additionally, there were a total of five new hires.

As of June 30, 2021, of Program Year 2020-2021, CSP had 48 active employees. There were 18 employees that exited the organization. Of those, two were retirements, three layoffs due to operational changes during COVID, two terminations due to performance, and eleven resignations. Of the eleven resignations, three had active corrective action and/or coaching, one was due to relocation, and the remaining seven were due to finding a new employment opportunity, family circumstances, or other personal reasons (as reported in the HR system). Additionally, there were a total of ten new hires.

CSP has employees from the Department of Economic Opportunity (DEO) who work under our supervision and are employees of record for DEO. As of December 31, 2021, we have 14 DEO employees under our supervision. Information on these employees is not included in the provided information as CSP does not maintain that information.

CSP has been in a state of transition and change since 2018 to address concerns from the actions of the former CEO. This focus on accountability, outcomes, and best practices has been challenging internally at times. We have worked diligently to maintain our focus on providing quality, responsive services to employers and employees when they need us the most.

During the three-year timeframe from January 1, 2018 to December 31, 2021, it is important to note that our active employee numbers were reduced from 66 in 2019 to 42 in 2021. That is a direct result of budget decreases as our budget was \$10.4 million in 2019-2020, \$9.7 million in 2020-2021, and \$9.1 million in 2021-2022. Full staffing at this point would be approximately 50 employees.

Items that contribute to our overall turnover rate for the last few years include the separation of services between CareerSource Tampa Bay and CareerSource Pinellas in November 2018, the closing of the Science Center of Pinellas (the One-Stop Career and Training Center) in 2019, resulting in layoffs of seven employees, reductions in our budget, the impact of the COVID-19 pandemic and normal attrition, resignations, relocations, etc.

Part of my work with CSP's Executive Leadership Team is to create a more stable team, a lower turnover rate, and a workplace environment that contributes to providing outstanding services. At the Board's direction, we will be working with the Compensation Committee towards those outcomes.

### 3. **Staff Development:**

#### **Q: What ongoing training and development courses are offered to staff?**

Extensive professional training is provided to maintain services levels and program operations. In addition, the Executive Leadership Team along with the Compensation Committee is working on additional training to enhance the workplace environment in 2022.

As outlined in the ICQ, the Executive Leadership Team evaluates training opportunities and continuing education periodically to develop and retain competent personnel. The DEO offers various training programs, and staff training records are tracked in an access database that is monitored on an ongoing basis.

CSP met or exceeded the DEO requirements of 15 hours of training per employee in PY 2020-2021. Leadership continues to focus on training and creating professional development opportunities for staff.

In addition, key finance staff members attend the Financial Officers Group (FOG) meetings and applicable webinars throughout the year. Finance personnel at a director level or above attend training on annual basis and complete the appropriate CPE credits to maintain their CPA license. The Operations Director monitors staff activities and recently oversaw TAA Training that was



disseminated to the rest of the staff. The HR Director attends monthly networking meetings to maintain SPHR and SHRM-SCP certifications.

During the past three months, more than 300 hours of training have been logged by CSP staff. The result of these actions ensured that all staff have received DEO-sponsored Tier 1 certification.

**Q: What staff development strategies are being considered moving forward?**

We take staff development seriously and we are committed to working with the Board of Directors and the entire CareerSource Pinellas Team to tackle any concerns in the coming year to ensure we have a workplace where each person feels valued and respected while effectively delivering quality services. We believe our work is vitally important and that the community deserves accountability from each of us. CSP has been in transition and change following 2018 actions by the former CEO. While we continue to focus on ensuring adherence to best practices and delivering solid and accurate results, we know these changes can be difficult and challenging.

CSP is working closely with the Executive Leadership Team to develop strategies to address our workplace environment. Once the strategies are shared with the Compensation Committee in February, they will be shared with CSP Team, and we will listen to their feedback. From training to collaboration to teamwork, we believe we have the opportunity to truly focus on creating the best workforce board in the state with a dedicated team that enjoys coming to work and finds fulfillment in what they do.

As CSP transitions away from ATLAS, the proprietary system owned by Complete Technology Solutions (CTS) to the state-sponsored data management system Employ Florida, CSP has been working closely with Geographic Solutions to customize and provide training. In January 2022 about 50 percent of CSP staff will participate in Employ Florida training offered by Geographic Solutions focused on detailed case management. We expect to log over 200 manhours of training in January. Once all employees are fully functional in the Employ Florida system, CSP will have eliminated enough redundancy to repurpose no less than two full-time positions that can be re-directed adding tangible case management and/or frontline support.

**4. Grievance Procedures:**

**Q: What are your procedures regarding complaints filed by employees, participants, subcontractors, or other interested parties? Have you identified any areas needing adjustments?**

Procedures regarding complaints filed by employees are clearly outlined in the Employee Handbook and followed by leadership. Procedures regarding complaints from participants are delineated in the Grievance Process Acknowledgement Form. Procedures regarding complaints filed by subcontracts are delineated in the vendor contract.

**Q: Have you identified any areas needing adjustments?**

As identified above, extensive professional training is provided to maintain services levels and program operations. Additionally, the Executive Leadership Team along with the Compensation Committee is working on additional training to enhance the workplace environment in 2022.

As the organization continues to move forward, there are opportunities to review current processes and make any necessary adjustments. The organization has always maintained an open-door policy. As we move forward, it will be imperative to ensure every employee is aware of this open-door policy and is aware of the many avenues to make CSP aware of a concern. The problem resolutions of any concern begin with speaking directly with their supervisor and, if they do not feel comfortable speaking with the supervisor, they can speak with any of the following: director, HR, CEO, EEO officer, board counsel, and/or board chair/member.

Once a concern is brought to the attention of any one of these individuals in a leadership role, including the board chair/member, it is important that they clearly understand their responsibility to take the appropriate actions to address the concern. It is critical to the success of this organization that all employees feel they can express their concerns and understand that actions will be taken to address concerns, as appropriate.

**Q: How are CSP staff made aware of the procedures and acknowledgement requirements?**

The procedures for problem resolutions are clearly outlined in the Employee Handbook. All employees sign an Employee Handbook Acknowledgement Form verifying they received a copy of the Employee Handbook and that they understand the policies contained within the Employee Handbook. Additionally, HR provided staff training to explain and highlight the policies contained in the board-approved Employee Handbook.

**Q: Did the CSP Board receive a copy of the current complaint? If so, what action has the Board taken to investigate and resolve any of the stated concerns.**

Yes, the CSP Board of Directors received a copy of the current complaint on December 15, 2021, at the special meeting of the CSP Board of Directors.

Barclay Harless, Chair, received a whistle-blower complaint on October 29, 2021 (“Complaint”). The Whistle-Blower Policy contained in the Employee Handbook and adopted by the Board (“Policy”) provides for the Chair to conduct investigations he deems appropriate, including requesting the assistance of an outside investigator, in circumstances where the CEO is the complaining party’s direct supervisor or the complaining party is the CEO, with the final decision to be made by the Board.

In accordance with this Policy, Chair Harless asked for the assistance of an outside investigator to investigate the Complaint. Specifically, David Harvey in the Tampa office of Lewis Brisbois, who is a board-certified labor and employment lawyer and has provided legal representation to CareerSource Pinellas in the past, was engaged. The Board approved the hiring of Mr. Harvey and ratified all actions he took to date on behalf of CareerSource Pinellas as an outside

investigator, up to an amount of \$20,000, at a regular meeting of the Board on November 17, 2021.

Mr. Harvey investigated the Complaint and issued an investigative report making findings and conclusions with respect to the allegations in the Complaint. The investigative findings and conclusions were before the Board for a final decision at the special meeting, in accordance with the Policy.

Chair Harless called the special meeting of the Board pursuant to Article VII, Section 1.F. of the CareerSource Pinellas By-Laws and in order for the Board to make a final decision within the deadline provided by Policy. A quorum was present for the special meeting, which occurred at 13805 58th Street N., Clearwater, FL 33760.

The Board unanimously approved the findings and conclusions in Sections I through III of the investigative report, as well as the Conclusion/Summary of the investigative report, as the Board's final decision on the Complaint.

**Accordingly, the final decision of the Board is as follows:**

- **Complainant made a Complaint under CareerSource's Whistle-Blower policy on October 29, 2021.**
- **Within 20 days of the receipt of this Complaint, an interview of Complainant was scheduled and conducted.**
- **We are unable to substantiate any violation of the law, rule, regulation.**
- **We are unable to substantiate that the CEO engaged in "improper or unethical conduct" under CareerSource's Whistle-Blower policy.**
- **We are unable to substantiate that the Complainant was retaliated against due to her Complaint. Therefore, we affirm the disciplinary and other actions taken toward the Complainant.**

The Board also unanimously approved to refer Section IV of the Investigative Report related to organizational culture and employee morale, as well as recommendations by Commissioner Flowers to address these topics, to the Compensation Committee for further review and recommended action, if any. Any recommended action of the Compensation Committee shall be submitted to the Board for review and any action the Board deems appropriate. The Compensation Committee meeting is scheduled for February 3, 2022, and is open to the public including the Board of Directors.

##### **5. Participant Engagement**

**The current CSP WIOA caseload is 473 participants. What is your outreach strategy to increase engagement? What is your target caseload size?**

The current CSP WIOA caseload is 473 participants. The strategies being reviewed for implementation to increase engagement, include the outreach to partners/general community and **targeted outreach to the faith-based community to promote awareness and engagement**, hiring new career counselors to expand capacity, streamlining the case management process, and implementing the use of a more effective case management platform.

Based on available funding, the target caseload will be 525 for this program year. Additionally, it is important to track expenditures related to training obligations and enrollments. CSP will also create finance reports that provide information related to training costs and obligations to provide necessary information to the Executive Leadership Team to make informed decisions.

Thank you again for the opportunity to respond to these questions. I appreciate the partnership with DEO in providing quality services to individuals in Pinellas County. If you need additional information or clarification, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Jennifer Brackney". The signature is written in black ink and is positioned above the printed name and title.

Jennifer Brackney, CEO  
CareerSource Pinellas

