



April 7, 2022 – 11:00 AM

Virtual Zoom Meeting

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Compensation Committee

Agenda

- I. **Welcome and Introductions** Candida Duff, Chair
- II. **Public Comments**
- III. **Action/Discussion Items**
 - 1. Approval of Minutes – February 3, 2022..... Page 1
 - 2. Annual Performance Evaluation Page 17
 - 3. RFQ for Quotes for 2022 Compensation Review Page 18
- IV. **Information Items**
 - 1. Organizational Chart..... Page 49
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 - 3. Compensation and Turnover Summary..... Page 55
- V. **Committee Members Comments**
- VI. **Adjournment**

**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, please contact the executive assistant at 727-608-2551 or admin@careersourcepinellas.com at least two business days in advance of the meeting.*





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 February 3, 2022, 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: February 3, 2022

Location: Hybrid In-Person//Zoom – In person EpiCenter room 1-455

Call to Order

Compensation Committee Chair Candida Duff, called the meeting to order at 11:15am. There was a quorum present with the following board members.

Committee Members in Attendance

Barclay Harless (Board Chair), Candida Duff (Committee Chair), Jack Geller, Michael Logal, Michele Matthews, Scot Thomas, Ken Williams

Committee Members Not in Attendance

Debbie Passerini

Board Members in Attendance

Belinthia Berry, David Fetkenher, Dr. Rebecca Sarlo, John Howell, Michael Jalazo, Elizabeth Siplin

Board Counsel

Stephanie Marchman

Staff in Attendance

Jennifer Brackney, Kristopher Lucas, Jacqueline DuChene-Heyward, Steven Meier, Amy Leuschke

Public Comments

There were no public comments.

Action Item 1 – Approval of the Minutes – 10.7.21 Compensation Committee Meeting

The minutes of the October 7th, 2021, Compensation Committee meeting were presented for approval.

Discussion: None

Motion:	Jack Geller
Second:	Ken Williams

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

Action Item 2 – Approved Minutes – 12.15.21 Special Meeting of the Board of Directors.

The Approved Minutes for the December 15, 2021 Special Meeting of the Board of Directors was presented for reference.

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.

Discussion:

Discussion around Kris Lucas work experience, and his hiring followed the presentation of the motion. CEO Jennifer Brackney explained that Jacqueline Heyward, HR Director posted the position. She indicated she believes the position was posted for two-weeks, and that she received five resumes from Jacqueline Heyward, HR Director, Kris Lucas’ resume was one of them. Jennifer Brackney indicated the hiring decision was supported by Mr. Lucas’ previous job experience, his work with CareerSource Pinellas, and his education.

Michael Jalazo cited frontline concerns, as noted previously and settled in December 15th Special meeting of the Board of Directors.

Belinthia Berry requested clarification of Mr. Lucas background. Conversation surrounding Mr. Lucas experience occurred between Chair Harless, Michael Jalazo, Jack Geller, Candida Duff and Belinthia Berry. The conversation ended with a request to see Mr. Lucas resume.

Jacqueline Heyward, HR Director left the meeting to gather a copy of the resume and the job posting which were distributed to the committee and board members. CEO Jennifer Brackney

brought the discussion back to the action item – a recommendation to approve the compensation for Kris Lucas.

John Howell approved of the compensation recommendation highlighting that his experience, prior work with CareerSource Pinellas, and education are relevant to offering a higher than minimum salary.

Michele Mathews added the importance of offering a ‘stay’ salary to discourage ‘The Great Resignation’ within our organization, as is happening within other corporations.

Chair Harless returned the conversation to the hiring of Kris Lucas. He questioned the hiring guidelines for the position, the length of time posted to the public, how many individuals were interviewed, and the general information about the job posting.

Michael Jalazo mentioned appreciating hiring at the middle of the salary range, to keep staff from being lured away by better job offers.

General discussion around selection process were presented by CEO Jennifer Brackney and Jacqueline Heyward, HR Director.

Chair Harless called for a vote, ‘cautioning’ the purpose of the action item was a recommendation of salary only.

Motion:	Barclay Harless
Second:	John Howell

This motion carried unanimously. There was no further discussion.

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

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.

CEO Report:

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 HR director Jacqueline Heyward's last day on the job is February 18, 2022. Accordingly, to maintain the positive momentum, the CEO recommends hiring a Human Resources consultant. An RFQ for those services is under development. CareerSource Pinellas would also work with the HR professional consultant to review the recommended actions below, make recommendations, conduct a cost analysis, 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"> • Formalize the process to ensure consistency • Develop expectations for supervisors that support this work • Encourage open communication and effective listening • Understand the time required for leaders to have more one-on-one conversations 	Included in work of HR consultant	Build upon existing processes with rollout and implementation in Q3 of Program Year
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"> • Formalize the process to ensure consistency • Garner employee input into the process to ensure effectiveness 	Included in work of HR consultant	Implementation in Q3/Q4 of Program Year

Action	Description	Considerations	Budget Implications	Estimated Timeline
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"> Develop peer-group matching for optimal outcomes Celebratory moment for the team and opportunity for engagement Ensure services are covered during recognition luncheon 	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"> Formalize the process to ensure consistency Evaluate best options for reaching all employees while maintaining services 	Included in work of HR consultant	Implementation in Q3/Q4 of Program Year with ongoing opportunities for new hires
Classification and Compensation Review	<p>Review existing compensation plan and conduct a comprehensive analysis of salary benchmark and data to ensure CareerSource Pinellas offers competitive salaries and compensation compared to the marketplace;</p> <p>Ensure job descriptions and job titles align with work and best practices</p>	<ul style="list-style-type: none"> New positions may need to be created, consolidated and/or eliminated This process affords a review of FLSA exemption criteria for each position 	<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 to retain talent and competitiveness</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
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"> • Ensure best practices are followed to determine actionable results • Ensure confidentiality to the extent allowed by Florida Public Records Law • Use results to impact overall recommendations for enhancing work culture 	<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"> • Ensure best practices are followed to determine actionable results • Ensure confidentiality to the extent allowed by Florida Public Records Law • Use results to impact overall recommendations for enhanced outcomes 	<p>Preliminary research suggests a minimum budget of \$25,000-\$50,000</p> <p>Exact pricing to be determined with HR consultant</p>	<p>Rollout and implementation in Q3/Q4 of Program Year</p>
Organization-Wide Collaborative Labs Opportunity at St. Petersburg College	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	<ul style="list-style-type: none"> • Evaluate best options for including all employees while maintaining services • Encourage open communication and effective listening • Use results to impact overall recommendations for enhancing work culture and performance 	<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>

Action	Description	Considerations	Budget Implications	Estimated Timeline
Review performance evaluation process and metrics	Align performance metrics with the primary indicators with DEO and USDOL to ensure employee accountability and enhanced service delivery to reach operational objectives	<ul style="list-style-type: none"> Review current process Develop metrics, process, and performance tools 	Exact pricing to be determined with HR consultant	Implement in Q1 of 2022-23 program year

Discussion:

Chair Harless started discussion by asking Committee Chair Duff who requested the change of the Compensation Committee date. Chair Duff indicated that she and CEO Brackney discussed it.

Chair Harless then asked two additional questions, 1) How many staff resignations were there in 2021 and 2) Why is Jacqueline Heyward leaving? Discussion around these questions began as the committee and board members questioned the reason for staff departures.

Chair Harless encouraged all committee members to take time to request the exit interviews, and to familiarize themselves with the exit interview process, and take time to read them.

Michael Jalazo asked the question several times why was Jacqueline leaving?

Michael Jalazo asked if staff would be willing to be asked questions during meeting, requesting feedback from the senior leadership team.

There was discussion around which staff left CareerSource Pinellas to relocated to a position with CareerSource Tampa Bay. Michael Logal asked if it was salary related?.

Michael Jalazo asked again why was Jacqueline leaving?

Dr. Rebecca Sarlo asked if discussion was appropriate to engage in during the Compensation Committee meeting. She suggested that it could be addressed during the next Board meeting?

Michael Jalazo remarked he would feel better if he heard from Jackie (Jacqueline Heyward, HR Director).

Andrea Cianek brought up 'The Great Resignation' and indicated that it is a factor in qualified individuals moving on to take other employment opportunities.

CEO Jennifer Brackney brought the meeting discussion back to the action item. She returned to her presentation, and the recommendation of bringing HR consultant onboard to review the recommendation, make recommendations, conduct an analysis of costs, and follow best practices.

Michael Jalazo sited conversation had during the December meeting and cited concerns of allowing the issue is being 'pushed down the road,' and asked again, why is Jackie leaving.

Dr. Sarlo requested clarification for reason for the presentation. The HR consultant could also help better understand the workplace environment.

Michael Jalazo asked Jacqueline if she is comfortable having the discussion? Jacqueline responded 'yes' she is comfortable discussing why she is leaving.

John Howell requested clarification on the action item, to vote. Citing much of the discussion were 'topics to be discussed later', maybe 'not appropriate to discuss during this meeting'

Michele Mathews cited concerns surrounding Jacqueline's part in creating the motion on the table and concerns why she is now leaving after her involvement in the ideas supporting the motion.

CEO Jennifer Brackney stated that she too was concerned as to why Jacqueline Heyward was leaving. She had a conversation with her. She noted that Jacqueline is departing the organization for personal reasons.

Michele Matthews apologized for not understanding Jacqueline's reason as personal.

Michael Logal mentioned the motion on the floor.

Michael Jalazo again voiced concerns for Jacqueline's departure. And recommended this as the chance to ask the leadership any questions.

Chair Harless mentioned the motion on the floor and discussed the number of departures of the organization. Again, recommended reading exit interviews.

Dr Sarlo asked if there were any recommendations being left out of the motion. Michele Matthews recommended making some adjustments to the motion on the floor.

CEO Jennifer Brackney recommended the importance of bringing a qualified HR consultant on board to review the recommendations, to create a plan, analyze the costs, and to follow-up best practices.

Michael Jalazo brought up the Special Meeting from December and how it could impact the motion on the floor. He wants to avoid delaying any potential issues. Again, requested wanting to hear from the Senior Leadership.

Dr. Sarlo suggested that HR consultant will address these issues.

Michael Jalazo recommendation was to ask questions of the leadership, last opportunity to ask questions of Jackie (Jacqueline Heyward, HR Director).

CEO Jennifer Brackney again returned to the focus of the action item.

Discussion returned importance of finding the most capable HR consultant in dealing with organizations such as CareerSource Pinellas.

Michele Matthews recommended requesting proposals from three firms and following up on references to ensure we get the best qualified firm.

Michael Jalazo again requested to ask questions of leadership citing concerns if it was appropriate.

CEO Jennifer Brackney said it is appropriate to discuss the motion of engaging an HR consultant to conduct an audit, review the recommendations, conduct a cost analysis, and create a plan for moving forward.

Chair Harless asked who the HR consultant would report to? What is the HR transition plan? If the motion remained on the floor as is, his vote would be no.

There was further discussion regarding the HR consultant and the specifics of the RFQ.

Chair Harless recommended an edit to the motion on the floor to include other items discussed.

Michael Jalazo asked whom of leadership was involved in development of the recommended in the action plan. Jacqueline Heyward, HR Director and Kristopher Lucas, Chief Operating Officer both replied in the affirmative. Steven Meier, Chief Financial Officer was a no.

The upcoming Special Board of Directors meeting scheduled for February 11, 2022, was announced during the meeting, by Chair Harless.

Michael Jalazo voiced concerns about the issue being pushed to later meetings, doesn't want to see the issue being addressed again this summer.

CEO Jennifer Brackney recommended that the Committee establish a timeline for completion of the RFQ and hiring an HR consultant.

Discussion around day-to-day operations and CEO specific responsibilities was discussed. Chair Harless suggested that the HR consultant should not report to the CEO rather to the Compensation Committee Chair.

John Howell recommended making amendments to the action item.

Stephanie Marchman discussed oversight by committee related to the action item, the details would need to be fleshed out, the committee would need to identify who the HR consultant would report to. It can be whomever the committee identifies.

Michele Matthews made the amended motion to have Compensation Committee Chair and CEO as communication points for the HR consultant.

Michael Jalazo asked again to directly address the Senior Leadership team. Wants to make a motion seeking feedback from the senior leadership. Asking them if they are 'good.'

Stephanie Marchman requested clarification of the motion Michael Jalazo was making. Michael Jalazo then asked if there were any other committee members with any thoughts.

Michael Logal said asking leadership isn't the right direction for the conversation.

Michael Jalazo again noted the discussion at the Special Board of Directors meeting.

Michael Logal said he wasn't sure if he had all of the information, so he couldn't discuss.

The proposed amended motion remained on the floor. Dr. Sarlo replied the motion was two distinct questions. Do we want to hire an HR consultant? Who do they report to?

Chair Harless seconded the motion as including the HR consultant be obtained and report to the Compensation Committee Chair.

Motion:	Michele Mathews
Second:	Barclay Harless

The motion was approved as amended. This motion carried unanimously. There was no further discussion.

Discussion Item 5 – Recommendation to Realign and Elevate Customer Engagement


RECOMMENDATION

Made per CEO Jennifer Brackney as outlined in a memo sent January 31, 2022



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 

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.



Recommendation: To discuss the recommendation made by CEO Jennifer Brackney to realign and elevate customer engagement.

Discussion:

Chair Harless began the discussion indicating that he is 'shocked' by the motion. If this is a recommendation to have a merger, then he is voting 'no.'

CEO Jennifer Brackney offered clarification indicating the recommendation today is to discuss bringing the discussion of a realignment to the table to begin conversations that align with the REACH Act and Governor Ron DeSantis of more collaboration within regions.

Chair Harless asked, if we are saying we are unable to run our organization.

CEO Jennifer Brackney indicated that the concept of a merger/realignment have been an undercurrent since July 1, 2021, when the REACH Act was signed by Governor DeSantis. She recommends bringing the conversation to the table for the entire board membership to discuss.

Dr. Sarlo asked if there would be a time we would be forced to merge? How likely would a merger be down the road.

CEO Jennifer Brackney indicated that this discussion aligns with the Governor's priorities and the REACH Act that support collaboration and a regional approach to workforce development. If we are going to consider a realignment, there should be a discussion around it.

Michael Jalazo has heard conversations around the topic. He agreed with the idea of having discussion related to realignment.

Michael Logal noted that there are conversations happening quickly surrounding the concept of a merger.

Michael Jalazo says we 'have to be aligned with CareerSource Tampa Bay' we can't be 'scared of the past.'

CEO Jennifer Brackney indicated that there are many potential combinations that could be considered when considering the concept of a realignment.

Michael Logal encourages the idea of having this discussion with all board member – we can be 'at the table or we can be on the table'.

CEO Jennifer Brackney recommended bringing all stakeholders together with a neutral party to discuss potential realignment options

Michele Mathews says a conversation may be good to have with the other boards.

Michael Jalazo says we can't be scared to move forward.

Michael Logal appreciated the recommendation and hopes all are informed about the idea thus, allowing for continued conversation.

Dr. Sarlo supports the recommendation as being a good one, to start the conversation.

Michael Logal asks Chair Harless for guidance on how to bring the conversation forward for further discussion.

Chair Harless says he wants board approval before proceeding, he would like to know who is involved in discussions. He is planning on following up with DEO contacts, with board approval.

CEO Jennifer Brackney brought the conversation back to the discussion topic. She recommends gathering stakeholders to have further conversations.

Dr. Sarlo understands it's not a recommendation of a merger, how we can proceed with the conversations.

CEO Jennifer Brackney indicated the best way to proceed is to make a recommendation to continue the discussion. There are additional potential benefits including elevated customer service and cost savings.

Motion brought to the table to seek a facilitator to begin discussions and how to proceed with next steps.

Michael Logal asked if Jennifer Brackney would be interested in pursuing CEO position with newly realigned board. Brackney responded no, she would not be seeking the position of CEO in a realigned organization, however she underscored her commitment to the organization.

CEO Jennifer Brackney she is not recommending the best path forward. However, she is recommending the conversation move from an undercurrent to the agenda for discussion by all board members. It is important to have local input to present to the Governor.

Michael Logal requests that Jennifer Brackney provide an update after she attends the upcoming Florida Workforce Board Association (FWDA) meeting.

Michael Jalazo makes motion to discuss the realignment with the full board, along with key stakeholders.

Chair Harless clarifies voting powers of board members at committee meetings, Attorney Stephanie Marchman clarifies there is no rule in the by-laws regarding non-committee members voting during meetings, as they are full board members.

Motion:	Michael Jalazo
Second	Michael Logal

The motion was approved as presented. This motion was not voted unanimously, Barclay Harless voted “nay”. There was no further discussion.

Information items were approved as presented in committee packet.

Motion to adjourn at 1:03pm

Motion:	Michael Logal
Second:	Michael Jalazo

The motion was approved.

DRAFT



ACTION ITEM 2

Annual Performance Evaluation

The annual performance process was approved for completion for all staff on a program year basis, from July 1 to June 30. On September 8, 2021, the Board of Directors approved the annual performance evaluation utilizing a five-point scale.

The annual performance review process typically accompanies a merit increase, cost of living increase, and/or a performance evaluation stipend, or, depending on funding, consideration may be given to forgoing an increase.

Historically, a performance benefit stipend was awarded to employees based on their performance evaluation. Two years ago, a merit increase was instituted for employees from 0% to 5% of the employee's base salary determined by the individual's overall rating on his/her annual performance evaluation. Last program year, the recommendation was for those employees who did not reach the maximum of their pay range, an opportunity to decide whether to receive a merit increase or a one-time performance evaluation stipend.

The handling of performance evaluation review and benefits is brought to the board annually for consideration. This program year, CareerSource Pinellas is recommending that only merit increases be offered.

RECOMMENDATION:

Approval for a merit increase for employees upon the completion of the annual performance evaluation. For those nearing the maximum of the pay range, automatically award a one-time performance evaluation stipend. The range for both the merit increase and one-time performance evaluation stipend would be from 0% to 5% of the employee's base salary determined by the individual's overall rating on his/her annual performance evaluation for the program year ending in June 2022.



ACTION ITEM 3

Request for Quotes for 2022 Compensation Review

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. As discussed at the October 7, 2021, Compensation Committee meeting and the November 17, 2021, Board meeting, CareerSource Pinellas would issue a Request for Quotes (RFQ) from various third-party HR practitioners to conduct an updated Compensation Review.

The RFQ was issued at the beginning of March with the deadline to submit proposals by March 25. CareerSource Pinellas received proposals from four qualified vendors, one of which was hrEdge.

The Interim CEO/CFO and HR Director reviewed the proposals received. The HR Director abstained from reviewing hrEdge's proposal due to a prior employment relationship with them. Based upon review of the proposals, it is the recommendation to enter into a contract with Compensation Resources to perform a compensation review as an update to the review performed in 2019. Compensation Resources was selected due to:

- Specializing in executive compensation, salary administration, sales compensation, pay-for-performance and incentive compensation, and performance management programs.
- Developing and installing customized solutions, not "off the shelf" programs.
- 43% of their business is in not-for-profit space.
- Provided salary administration and executive compensation services for CareerSource Central Florida and CareerSource Tampa Bay.

Their quote to perform the compensation review is \$30,800. A budget modification request was approved at the November 17, 2021, Board Meeting that included a line item of \$37,500 for a Compensation Review. Compensation Resources' proposal is attached for your review and reference.

RECOMMENDATION

Approval of Compensation Resources to perform Compensation Review for CareerSource Pinellas at a cost not to exceed \$30,800 plus out-of-pocket expenses, if any.



Proposal for Classification and Compensation Review

Response to RFQ No. 22-0301

March 22, 2022

March 22, 2022

Steven Meier
Interim CEO
CareerSource Pinellas
13805 58th Street North, Suite 2-140
Clearwater, FL 33760

Dear Steven:

EA Compensation Resources LLC, an EisnerAmper Company (hereinafter "Compensation Resources" or "CR") is pleased to submit our proposal to CareerSource Pinellas (also referred to herein as the "Organization") to provide various compensation consulting services relative to benchmarking and salary administration.

Based on our understanding of the scope of work, the primary goals of this study will be to:

- Conduct comprehensive fact-finding to establish a foundation for the project.
- Conduct a compensation study of approximately fifteen (15) position titles based on job content and other relevant demographic data (industry, revenue, and geography).
- Assess and update the current pay structure, if necessary, which will enable CareerSource Pinellas to effectively manage base pay.

CR has over 30 years of experience providing executive compensation, salary administration, sales compensation, pay-for-performance and incentive compensation, and performance management programs. Our consulting philosophy involves on-going interaction and communication with our clients throughout the active phases of our engagement, with periodic follow-up afterwards to ensure that the final deliverables have met your needs.

We are enthusiastic about working with CareerSource Pinellas on this important project. We are committed to the success of this project and to adding value to the Organization through the services we provide.

Respectfully submitted,
Compensation Resources



Mary A. Rizzuti, CCP, PHR, SHRM-CP
Managing Director
mrizzuti@compensationresources.com
201.710.6476



Diana D. Neelman, CCP, SHRM-CP
Director
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201.710.6477

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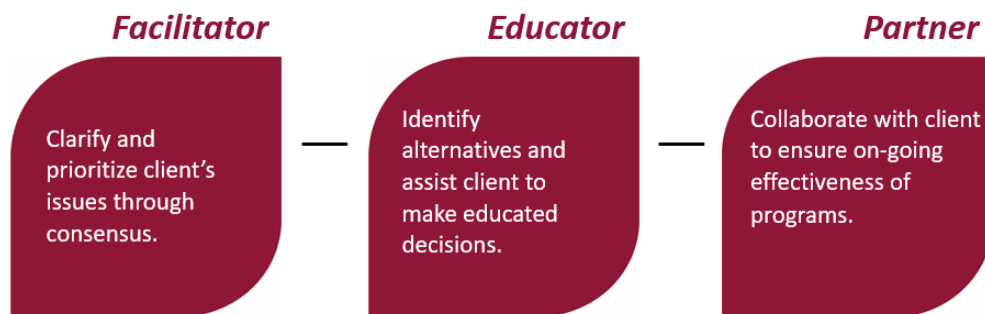
RFQ Response

Qualifications and Requirements

Has Provided Services Similar in Nature, Scope, and Complexity for at Least 3 Years.

Compensation Resources is a limited liability company formed in the state of Delaware. CR has been serving clients since 1989 and was acquired by EisnerAmper Group, LLC in March 2020. CR is 100% owned by EisnerAmper Group, LLC.

Compensation Resources is focused on providing impactful, professional expertise, supported by collaborative, responsive interactions with clients. We specialize in executive compensation, salary administration, sales compensation, pay-for-performance and incentive compensation, and performance management programs. We follow a philosophy regarding consulting assignments; specifically we assume three (3) roles with our clients:



Furthermore, we differentiate ourselves from other consultants in that we:

- Provide integrated research, business data, and consulting expertise
- Offer effective solutions tailored to meet specific client needs
- Develop and install customized solutions, not "off the shelf" programs
- Are relationship-driven, rather than project-oriented

Additionally, our affiliation with EisnerAmper gives you access to over 1,900 accountants, tax consultants and advisors who can support you in many other financial, technology and risk areas of the Organization.

Approximately 43% of our business is in the not-for-profit space, covering both executive and staff compensation studies. Therefore, we have a robust data library from which to draw compensation data, as well as strong expertise in not-for-profit best practices.

Overall Experience in Human Resource Consulting Services. Describe the Recent Local and Regional Experience Similar to the Types of Services Requested by CareerSource Pinellas.

Compensation Resources serves clients throughout the United States. A list of representative clients is included in the References section below.

Identify Supervisors and Staff Who Will Work on the Team/Attach Resumes That Demonstrate Relevant Experience for Each Person Assigned to the Team.

Diana D. Neelman, CCP, SHRM-CP

Diana D. Neelman is a Director with Compensation Resources. With over 30 years of collective compensation and human resources experience, Ms. Neelman is responsible for business development and project management in all areas of compensation, consulting to a variety of industries on salary administration, performance management, and incentive compensation, with a specific emphasis on executive and general compensation matters within not-for-profit organizations. Ms. Neelman is also responsible for developing and conducting training programs covering various compensation topics, presenting to both clients and to the external marketplace. Furthermore, she provides high level consulting for Compensation Resources' Survey Department, which publishes various compensation studies each year.

Prior to launching her consulting career in 1995, she was employed as a Human Resource Generalist for Citizens First National Bank/NatWest Bank (currently Bank of America), and was responsible for various functions including compensation and benefits, HRIS, and recruitment. Ms. Neelman received a Bachelor of Arts (BA) from the State University of New York at Binghamton. She maintains the designations of Certified Compensation Professional (CCP) from WorldatWork and SHRM Certified Professional (SHRM-CP) from the Society of Human Resource Management (SHRM), and is a member of the national and local chapters of both associations.

Sara D. Schmidt, CCP, PHR, SHRM-CP

Sara D. Schmidt is a Senior Manager with Compensation Resources. Ms. Schmidt has over 20 years of compensation consulting experience, with a focus in the healthcare, not-for-profit, insurance,

and manufacturing industries. She is responsible for business development and providing consulting services related to the design and implementation of compensation and human resources programs, with specific expertise in developing salary administration and performance management programs, in addition to executive compensation matters within the not-for-profit arena. Ms. Schmidt also conducts training programs covering various compensation topics, including salary administration and performance management.

Ms. Schmidt graduated with a Bachelor of Arts in Psychology from the University of Rochester. Ms. Schmidt maintains the designations of Certified Compensation Professional (CCP), Professional in Human Resources (PHR), and SHRM Certified Professional (SHRM-CP). Ms. Schmidt is a member of WorldatWork and the Society of Human Resources Management (SHRM).

Corinne Adams, SHRM-CP

Corinne Adams is a Compensation Analyst with Compensation Resources. She is primarily responsible for market pricing, peer research, data analysis, report generation, proposal development, and assisting Senior Consultants on multiple projects. In her role, Ms. Adams provides research and analytical support for market studies, competency modeling, salary administration, executive compensation studies, and various other compensation consulting services for non-profit and for-profit clients.

Ms. Adams graduated with a Master of Professional Studies (MPS) in Human Resources with a concentration in Compensation & Benefits from Pennsylvania State University, and graduated Cum Laude from Marist College with a Bachelor of Science (BS) in Business Administration with a concentration in Human Resources. Ms. Adams is also a member of the Society of Human Resources Management and maintains the designation of SHRM Certified Professional (SHRM-CP).

Describe the Process for Preparing and Issuing Comprehensive Narrative Reports and Follow-Up Reports.

CR's systematic approach, presented below, provides us with the ability to listen to our clients and understand their needs, so we may provide support in identifying practical solutions that positively impact their business and human capital success. Our methodology for accomplishing the tasks associated with this project are detailed below.

Step 1 - Gather Information: We will prepare a list of information that we will need to review during the course of this project. This will include existing compensation policies and procedures,

employee census data, organizational charts, job descriptions, and other related information. We will conduct fact-finding interviews with key stakeholders, as appropriate, which will help us to better understand the Organization, its organizational challenges and obstacles, as well as its future business strategy. The interviews will also provide us with the opportunity to discuss any particular focus areas during our analysis, including the particular market(s) in which it competes for talent, as well as target market positioning, that will support the benchmarking process.

Step 2 - Conduct Staff Compensation Study: Job content provides a solid foundation for any compensation study as job content, not job title, is used to conduct our market study. We will collect and review job descriptions for all included positions. If job information needs to be supplemented, we will provide a brief Position Description Questionnaire (PDQ)¹ to either the manager or employees in order to collect the job-related data. CR will not update or write job descriptions under the scope of this engagement.

The compensation study will form the basis for understanding the current compensation levels of CareerSource Pinellas' positions against the competitive marketplace. Using job information to identify the comparable positions within the marketplace in which the Organization competes, we will conduct a detailed market study of approximately fifteen (15) position titles. The compensation study will provide competitive information on base salary and total cash compensation (base salary plus annual bonus/incentive pay) for each position relative to CareerSource Pinellas' appropriate labor market. We will utilize multiple published and subscription-based salary surveys within CR's extensive research library in order to define the market value for each included position. We will carefully analyze the data collected and use statistical analyses in order to develop a market value for each benchmarked position consistent with the Organization's target market positioning.

Step 3 - Analyze Existing Pay Structure: Based on the results of the compensation study, we will examine the existing salary ranges to determine their applicability in light of the current market findings. Thereafter, we will either update the existing salary ranges or develop new salary ranges. If new salary ranges are indicated, we will develop a new, customized salary structure for CareerSource Pinellas, based on best practices in salary structure design. The updated or new salary structure will be designed to be competitive with your marketplace, recognize your internal hierarchy, and have a low financial impact on the Organization's budget.

¹ PDQs consist of questions that examine the various components that comprise a position in order to assess the scope of the position in-depth, including reporting relationships, duties and responsibilities, licensing requirements, qualifications, etc.

We will work collaboratively with the Organization to assign all benchmark positions to the appropriate grade and range. CR will provide guidance to CareerSource Pinellas on how to slot non-benchmarked positions, and the Organization will thereafter assign grades to those positions. This will therefore provide a "ranking" of positions based on market value, thus aligning with the competitive marketplace. The following is an **example** of a salary structure:

Grade	Low		Middle Band		High
	Minimum	30th %ile	Midpoint	70th %ile	Maximum
25	\$74,900	\$88,400	\$97,400	\$106,300	\$119,800
24	\$67,200	\$78,300	\$85,700	\$93,100	\$104,200
23	\$59,100	\$68,900	\$75,400	\$81,900	\$91,600
22	\$52,100	\$60,700	\$66,400	\$72,200	\$80,800
21	\$45,800	\$53,400	\$58,400	\$63,400	\$71,000
20	\$40,300	\$47,000	\$51,400	\$55,800	\$62,500
19	\$36,200	\$41,600	\$45,200	\$48,900	\$54,300

We will analyze incumbent compensation within the ranges and define where corrective action may be indicated (bring to minimum adjustments, market adjustments, etc.) to ensure a balance between external competitiveness of the marketplace and internal equity within the Organization. Thereafter, CR will determine the financial impact of the new salary structure on CareerSource Pinellas's budget, including adjusting salaries that fall below their assigned grade minimum, or for correcting compression, in the form of a Position-in-Range (PIR analysis). The following is an **example** of the PIR analysis that will be provided:

Position	Department	Actual Salary	Market Consensus	Grade	Grade Minimum	30th %ile	Grade Midpoint	70th %ile	Grade Maximum	PIR	Band	Bring to Minimum
Marketing Manager	Marketing	\$88,458	\$91,100	25	\$74,900	\$88,400	\$97,400	\$106,300	\$119,800	30.2%	Middle	
Accounting Manager	Finance	\$72,750	\$86,000	24	\$67,200	\$78,300	\$85,700	\$93,100	\$104,200	15.0%	Low	
Human Resources Manager	Human Resources	\$92,000	\$80,200	24	\$67,200	\$78,300	\$85,700	\$93,100	\$104,200	67.0%	Middle	
				23	\$59,100	\$68,900	\$75,400	\$81,900	\$91,600			
Human Resources Generalist	Human Resources	\$51,000	\$60,000	22	\$52,100	\$60,700	\$66,400	\$72,200	\$80,800	-3.8%	Below	\$1,100
Human Resources Generalist	Human Resources	\$51,750	\$60,000	22	\$52,100	\$60,700	\$66,400	\$72,200	\$80,800	-1.2%	Below	\$350
Sr. Accountant	Finance	\$57,675	\$56,400	21	\$45,800	\$53,400	\$58,400	\$63,400	\$71,000	47.1%	Middle	
				20	\$40,300	\$47,000	\$51,400	\$55,800	\$62,500			
Accountant	Finance	\$46,962	\$45,000	19	\$36,200	\$41,600	\$45,200	\$48,900	\$54,300	59.5%	Middle	
Accountant	Finance	\$41,250	\$45,000	19	\$36,200	\$41,600	\$45,200	\$48,900	\$54,300	27.9%	Low	
Marketing Specialist	Marketing	\$38,250	\$44,700	19	\$36,200	\$41,600	\$45,200	\$48,900	\$54,300	11.3%	Low	

Step 4 - Prepare Report of Findings: CR will prepare and present a comprehensive report of findings to CareerSource Pinellas, detailing our full methodology, and the results of the compensation study and salary structure design. The market findings, along with the structure design, will enable CareerSource Pinellas to examine the degree of competitiveness of its positions, and will provide critical information by which the Organization can make decisions relative to any

corrective action needed to better align pay with its marketplace. Upon the review and approval of the market findings and salary structure, CR will provide a final report.

A sample report is attached herein.

Deliverables:

- Fact-finding interviews
- Position Description Questionnaire
- Compensation study
- Review of salary ranges
- Updated salary structure, if indicated
- Report of findings
- Presentation of report of findings

Optional Step - Conduct CEO Compensation Study: In order to provide a more comprehensive view of the competitive market, the analysis of CEO compensation may be expanded to include data from a group of similarly-situated organizations to CareerSource Pinellas.

CR will utilize the information obtained during the interviews to develop a peer group for the executive compensation study of the CEO. The peer group will identify similar not-for-profit organizations, as well as any other organizations deemed appropriate, from which we can obtain compensation data through their respective IRS Form 990s. Typically, a peer group includes organizations that are similarly-situated from a business standpoint, with revenues that generally range from one-half (1/2x) to two times (2x) the target organization (CareerSource Pinellas). The results of our peer research will be submitted to CareerSource Pinellas for their review prior to conducting the compensation study.

To establish the competitive market levels, we will collect compensation data obtained from the IRS Form 990s of the peer group and incorporate data from multiple published surveys within CR's extensive research library. We will carefully analyze the data collected and use statistical analyses in order to develop a market value for the CEO position consistent with the Organization's target market positioning. Our market study will provide information on all cash and non-cash compensation, which includes base salary and bonus/incentive amounts, along with the value of retirement plans and deferred compensation, benefits, perquisites, and other compensable items. Integral to this step will be the identification of any differences that may exist between compensation paid to the incumbent versus the relevant competitive marketplace.

CR will prepare and present a comprehensive report to the Board containing the specific findings resulting from the CEO compensation study. The report will include a discussion of our full methodology of the approach we undertook, as we believe it is important to fully disclose our process, along with the comparative analysis.

Based on the review and approval of our report, CR will finalize the report in order to memorialize the compensation study process.

Deliverables:

- Peer group
- CEO compensation study
- Report of findings
- Presentation of report of findings

Remaining Qualification Requests

In response to the request that the respondents must meet all of the minimum qualifications, Compensation Resources meets all of the requirements with the following exceptions:

- Describe the Process for Conducting Follow-Up Activities to Determine Whether Appropriate Corrective Actions Were Completed and Documented.
- Describe the Review Process That Will be Used to Ensure CareerSource Pinellas Internal Procedures are Being Followed for Compliance With the Federal, State and Local Directives and Policies.
- Describe the Review Process That Will be Used to Ensure CareerSource Pinellas Conflict of Interest Guidelines, By-Laws and Board Quorums, are in Conformance With All Applicable Laws, Regulations and Procedures.

While Compensation Resources is committed to engaging with our clients post-project completion, we are not responsible for making management decisions, determining compliance, or holding clients accountable for taking corrective actions.

■ Project Timetable

The estimated timetable for completing the requested services, as outlined, is approximately eight (8) to ten (10) weeks. Our ability to meet this timetable assumes a start date in April 2022, as well as no undue delays in obtaining information or scheduling discussions with key stakeholders.

The timetable indicated above is based on our experience with similar projects, and we will strive to meet this timetable as closely as possible, assuming limited extenuating circumstances. However, we recognize that a certain degree of flexibility may be needed and, therefore, we will work with you to adjust this timetable as appropriate.

Proposed Fees

Include an Itemized Budget for Services and Fees.

Based on the work plan described, professional fees for this project will be \$28,000, detailed below:

Project Step	Professional Fees
Compensation Study, Steps 1 through 4	\$19,000
CEO Compensation Study, Optional Step	\$9,000
Total	\$28,000

In addition to our professional fees, we are reimbursed for out-of-pocket expenses relating to travel, overnight delivery, and any required and approved expenditures. We also charge a flat 10% of professional fees to cover general administrative expenses, which include research library and office support services.

All work will be conducted virtually.

Additional Services

Professional fees are based upon the scope of the engagement and the project deliverables. Should advisory services be requested upon completion of the project, or if CareerSource Pinellas chooses to expand the scope of the project, our hourly rates are as follows:

CR Team	Hourly Rates
Managing Director	\$450
Consultants/Associate Consultants	\$200 - \$350
Analysts	\$125 - \$175

Professional Arrangements

Terms of payment are net 30 days from the date of the invoice. The client is obligated to pay the full amount agreed to under this contract when services are performed and deliverables are met by CR. If the client postpones or deviates from the project scope, the client is responsible for payment in full if the delay exceeds ninety (90) days beyond the date specified in the proposal unless it is mutually agreed to by both parties.

Our billing arrangements, including the 10% administrative fee, will be as follows:

- \$15,400 upon evidence of engagement *
 - \$15,400 due at the conclusion of the project *
- *Plus applicable reimbursable expenses*

On-Going Support

As a matter of practice, CR provides our clients with salary structure movement percentages each year, in order to keep the market analysis current. Additionally, upon completion of our projects, many of our clients sign up for CR Access, which allows for one-off market pricings by our analysts, hourly advisory support, best practices trends, etc. An account may be opened at a threshold amount of \$2,500, from which we will bill, when needed. Our repeat business rate of 64% is a testament to the commitment we make to our clients for continued support and assistance. We are relationship-driven and pride ourselves in our collaborative approach to the work we do. We hope to have the opportunity to include you in our professional community.

I References

We are pleased to present the following list of representative clients for which we have provided salary administration and executive compensation services:

CareerSource Central Florida

390 North Orange Avenue, Suite 700
Orlando, FL 32801

Dyana Burke
Vice President, Human Resources
407.531.1202 x2010
dburke@careersourcecf.com

Children's Services Council of Broward County

6600 W Commercial Boulevard
Fort Lauderdale, FL 33319

Monti Larsen
Chief Operating Officer
954.377.1685
mlarsen@cscbroward.org

Tri-County Workforce Investment Board

112 Hollywood Drive, Suite 201
Butler, PA 16001

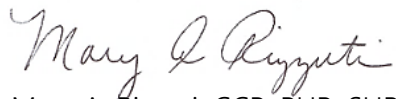
Jack Nelson
Board Member
724.282.9341
jackn@nelsoninsurance.net

Next Steps

Should you decide to retain our services, we will forward you an Engagement Agreement for execution. We look forward to working with you on this project and building a long relationship of support and advisement to CareerSource Pinellas.

On behalf of Compensation Resources, thank you for giving us an opportunity to submit this proposal.

Sincerely,



Mary A. Rizzuti, CCP, PHR, SHRM-CP
Managing Director

Compensations Resources is a subsidiary of Eisner Advisory Group LLC. "EisnerAmper" is the brand name under which EisnerAmper LLP and Eisner Advisory Group LLC, and their respective subsidiaries, provide professional services. EisnerAmper LLP and Eisner Advisory Group LLC and their respective subsidiaries practice as an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable law, regulations and professional standards. EisnerAmper LLP is a licensed independent CPA firm that provides attest services to its clients, and Eisner Advisory Group LLC and its subsidiary entities provide tax and business consulting services to their clients. Eisner Advisory Group LLC and its subsidiary entities are not licensed CPA firms.

COMPANY A

**Market Study and Salary Structure
Report of Findings**

Date



310 Route 17 North
Upper Saddle River, NJ 07458
(201) 934-0505

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Attachments C through F Excel Workbook

SAMPLE

Introduction and Purpose

EA Compensation Resources LLC (hereinafter "CR") was engaged by COMPANY A to undertake a comprehensive published survey market study of Base Salary.

Following the market study, CR designed a new salary structure, which will enable COMPANY A to achieve an externally competitive, internally equitable, and easy to administer structure that will attract, retain, and motivate top talent.

SAMPLE

Methodology

CR's market analysis of competitive compensation levels undertakes a systematic methodology that looks at a number of factors in order to provide the most applicable data for each job being evaluated. These factors include, but are not limited to, job content, organizational revenue and profile, industry, and geographic region (where applicable). The following identifies the steps undertaken during the analysis.

General

- CR conducted a number of fact-finding exercises, including:
 - Collection of various documents and materials from COMPANY A relevant to this study, including but not limited to, background information on the COMPANY A, various documents related to the compensation of its staff, information pertaining to the duties and responsibilities of each position, and financial information of the COMPANY A.
 - Fact-finding interviews with selected executives and Human Resources to learn more about COMPANY A and to understand more about the current compensation components and compensation needs. The following individuals were interviewed during the process:

Table 1: List of Interviewed Participants

Incumbent	Position

- Based on the information collected during fact-finding, CR understands that COMPANY A's Compensation Philosophy is to provide market-driven compensation.

Market Analysis

- COMPANY A provided job descriptions for all included positions. CR reviewed job information provided in those job descriptions, in order to understand the duties, responsibilities, and complexity of each position, to be used as the baseline for extracting compensation data from the competitive marketplace. The complete list of positions included in the study can be found in **Attachment A**.
- Position matches were based on the comparability of the job criteria provided in the job descriptions (duties, responsibilities, and reporting relationships) to published job summaries in the salary surveys. In order to further increase the comparability of the survey data to COMPANY A's positions, data was selected based on meeting one or more of the following criteria:
 - Industry group
 - Geographic location
 - Revenue
 - Employee size

COMPANY A

Market Study and Salary Structure

Report of Findings

- Base Salary data at the market average was collected. CR conducted a comprehensive competitive market analysis of Base Salary of comparable positions by utilizing seven (7) published surveys and databases and one (1) salary planning survey to obtain market data. A list of these surveys is included in **Attachment B**.
- All published survey data was aged to January 1, 2020, using a 2.4% appropriate aging factor, which is the project merit increase percent for 2020 for positions in related organizations.
- To determine the market value, CR calculated the Mean, Median, Trimmed Mean, and Market Consensus of all published survey data points. The definitions of these measures of central tendency are as follows:
 - **Mean:** Simple average.
 - **Median:** The middle number (the 50th percentile).
 - **Trimmed Mean:** Average that eliminates the high and low data elements.
 - **Market Consensus (MC):** The average of the Mean, Median, and Trimmed Mean; represents our best estimate of the market value (consensus) for the position.
- A summary of the market analysis findings can be seen in **Attachment C**.

Salary Structure

- CR created a new salary structure for COMPANY A based on best practices in salary structure design (see **Attachment D**).
- Each distinct position was assigned to a grade. Grade assignments were determined by comparing the Market Consensus to the salary structure, and by aligning the Market Consensus to the salary structure midpoint. Normally, a job is placed in a grade where its corresponding Market Consensus falls between the 30th percentile and the midpoint (50th percentile) of the grade.
- Subsequent to the grade assignments, the Position-In-Range (PIR) was calculated for each job. The PIR indicates the extent to which an incumbent's salary actually penetrates within the salary range. Therefore, the "within grade" range is shown as 0% to 100%. A negative PIR (e.g., -5.2%) indicates that an incumbent's salary is below the range minimum, while a PIR above 100% indicates that the incumbent's salary is above range maximum. (See **Attachment E**).
- The following is the formula for Position-In-Range:

$$\text{PIR} = \left(\frac{\text{Current Salary} - \text{Range Minimum}}{\text{Range Maximum} - \text{Range Minimum}} \right) \times 100$$

- Utilizing the PIR, Bands were calculated to show the relative position of each incumbent in the salary range. Each Band is defined as follows:

Table 2: Salary Structure Bands

Band	Definition
Below	Incumbent's salary falls below the minimum of the grade (less than 0%).
Low	Incumbent's salary falls in approximately the first third or low band (PIR of 0%-29.9%) of the salary range. Typically represents new incumbents or those with lower experience levels.
Middle	Incumbent's salary falls in the middle portion of the salary range (PIR of 30%-69.9%). Typically represents the competitive market for the position.
High	Incumbent's salary falls in the upper third of the salary range (PIR of 70%-100%). May include long-service incumbents or those with high experience levels.
Above	Incumbent's salary is above the grade maximum (exceeds 100%). Typical arrangements call for salary freezing until the range is adjusted upward.

- CR created a Position Matrix to assist COMPANY A in reviewing the recommended grade assignments relative to each position's respective department, reporting relationship, and grade. The Position Matrix is intended to assist COMPANY A with the preliminary internal equity assessment (**Attachment F**).

**Market Study and Salary Structure
Report of Findings**

Findings

Salary Structure

- It is important to note that the methodology used to conduct the competitive market analysis contained in this report is based on the duties and responsibilities associated with each position, and does not take into consideration the incumbent or any factors relating to that incumbent. This is the standard and accepted procedure used to identify the market value of a position and to determine what the organization would have to provide in order to recruit and hire a fully qualified candidate for the position.
- The distribution of employees included in the analysis within the proposed salary structure based on CR's PIR analysis is shown below in Table 3:

**Table 3: PIR Distribution
Proposed Salary Structure**

Band	Number	Percent
Below Grade Minimum	3	25.0%
Within Range	9	75.0%
Above Grade Maximum	0	0%
Total # Employees	12	
Average PIR	27.3%	
Total Bring to Minimum	\$2,750	

COMPANY A

Market Study and Salary Structure Report of Findings

Next Steps

- COMPANY A should review CR's recommended salary structure and slotting of the positions based on internal equity.
- After any changes have been made and agreed to by both parties, a final cost to bring employees who fall below their grade minimum can be calculated. CR will then work with COMPANY A to define an action plan for adjusting salaries of impacted employees, as appropriate, which will take into consideration each individual's performance, the financial resources of COMPANY A, and other relevant factors.

*The information contained herein is provided for informational purposes
and is not intended to provide legal, accounting, tax or investment advice and/or services.*

COMPANY A

**Market Study and Salary Structure
Report of Findings**

Attachment A: Included Positions

- Accountant
- Accounting Manager
- Human Resources Coordinator
- Human Resources Generalist
- Human Resources Manager
- Marketing Manager
- Marketing Specialist
- Secretary
- Sr. Accountant
- Sr. Clerk

SAMPLE

COMPANY A

**Market Study and Salary Structure
Report of Findings**

Attachment B: Survey List

CR conducted the competitive market analysis of comparable positions utilizing the following published surveys (*representative listing*):

Survey	Publisher
CompAnalyst	Salary.com Subscription Service
Compensation Data Benchmark Pro	CompData
Management Compensation Report of Not-for-Profit Organizations	PRM Consulting Group
National Executive Compensation Survey	Employer Associations of America
Nonprofit Organizations Salary & Benefits Report	NonProfit Times
Not-for-Profit Compensation Report	Total Compensation Solutions (TCS)
Salary Assessor	Economic Research Institute (ERI)
Salary Budget Survey	WorldatWork

Attachment C: Market Findings Summary

Position	Department	Market Consensus
Marketing Manager	Marketing	\$91,100
Accounting Manager	Finance	\$86,000
Human Resources Manager	Human Resources	\$80,200
Human Resources Generalist	Human Resources	\$60,000
Sr. Accountant	Finance	\$56,400
Accountant	Finance	\$45,000
Marketing Specialist	Marketing	\$44,700
Human Resources Coordinator	Human Resources	\$40,600
Secretary	Finance	\$31,900
Sr. Clerk	Marketing	\$25,000

*The Market Consensus represents the best estimate of the market value for a position.

Note: The Market Consensus figures presented in this sample do not pertain specifically to the Company. They are simply to illustrate how CR presents its data.

Attachment D: Salary Structure

Grade	Low	Middle Band			High	Range	Mid to
	Minimum	30th %ile	Midpoint	70th %ile	Maximum	Spread	Mid
25	\$74,900	\$88,400	\$97,400	\$106,300	\$119,800	60%	14%
24	\$67,200	\$78,300	\$85,700	\$93,100	\$104,200	55%	14%
23	\$59,100	\$68,900	\$75,400	\$81,900	\$91,600	55%	14%
22	\$52,100	\$60,700	\$66,400	\$72,200	\$80,800	55%	14%
21	\$45,800	\$53,400	\$58,400	\$63,400	\$71,000	55%	14%
20	\$40,300	\$47,000	\$51,400	\$55,800	\$62,500	55%	14%
19	\$36,200	\$41,600	\$45,200	\$48,900	\$54,300	50%	11%
18	\$32,600	\$37,500	\$40,700	\$44,000	\$48,900	50%	11%
17	\$29,300	\$33,700	\$36,600	\$39,600	\$44,000	50%	11%
16	\$26,300	\$30,300	\$32,900	\$35,500	\$39,500	50%	11%
15	\$23,700	\$27,300	\$29,600	\$32,000	\$35,600	50%	11%
14	\$21,300	\$24,500	\$26,600	\$28,800	\$32,000	50%	-

Attachment E: Position-in-Range Analysis

Position	Department	Actual Salary	Market Consensus	Grade	Grade Minimum	30th %ile	Grade Midpoint	70th %ile	Grade Maximum	PIR	Band	Bring to Minimum
Marketing Manager	Marketing	\$88,458	\$91,100	25	\$74,900	\$88,400	\$97,400	\$106,300	\$119,800	30.2%	Middle	
Accounting Manager	Finance	\$72,750	\$86,000	24	\$67,200	\$78,300	\$85,700	\$93,100	\$104,200	15.0%	Low	
Human Resources Manager	Human Resources	\$92,000	\$80,200	24	\$67,200	\$78,300	\$85,700	\$93,100	\$104,200	67.0%	Middle	
				23	\$59,100	\$68,900	\$75,400	\$81,900	\$91,600			
Human Resources Generalist	Human Resources	\$51,000	\$60,000	22	\$52,100	\$60,700	\$66,400	\$72,200	\$80,800	-3.8%	Below	\$1,100
Human Resources Generalist	Human Resources	\$51,750	\$60,000	22	\$52,100	\$60,700	\$66,400	\$72,200	\$80,800	-1.2%	Below	\$350
Sr. Accountant	Finance	\$57,675	\$56,400	21	\$45,800	\$53,400	\$58,400	\$63,400	\$71,000	47.1%	Middle	
				20	\$40,300	\$47,000	\$51,400	\$55,800	\$62,500			
Accountant	Finance	\$46,962	\$45,000	19	\$36,200	\$41,600	\$45,200	\$48,900	\$54,300	59.5%	Middle	
Accountant	Finance	\$41,250	\$45,000	19	\$36,200	\$41,600	\$45,200	\$48,900	\$54,300	27.9%	Low	
Marketing Specialist	Marketing	\$38,250	\$44,700	19	\$36,200	\$41,600	\$45,200	\$48,900	\$54,300	11.3%	Low	
Human Resources Coordinator	Human Resources	\$39,200	\$40,600	18	\$32,600	\$37,500	\$40,700	\$44,000	\$48,900	40.5%	Middle	
				17	\$29,300	\$33,700	\$36,600	\$39,600	\$44,000			
Secretary	Finance	\$25,000	\$31,900	16	\$26,300	\$30,300	\$32,900	\$35,500	\$39,500	-9.8%	Below	\$1,300
				15	\$23,700	\$27,300	\$29,600	\$32,000	\$35,600			
Sr. Clerk	Marketing	\$26,000	\$25,000	14	\$21,300	\$24,500	\$26,600	\$28,800	\$32,000	43.9%	Middle	

Band	#	%
Below	3	25.0%
Low	3	25.0%
Middle	6	50.0%
High	0	0.0%
Above	0	0.0%
Total	12	100.0%
Bring to Min cost	\$2,750	

Attachment F: Position Matrix

Grade Min - Mid - Max	Finance	Human Resources	Marketing
25 \$74,900 - \$97,400 - \$119,800			Marketing Manager
24 \$67,200 - \$85,700 - \$104,200	Accounting Manager	Human Resources Manager	
23 \$59,100 - \$75,400 - \$91,600			
22 \$52,100 - \$66,400 - \$80,800		Human Resources Generalist	
21 \$45,800 - \$58,400 - \$71,000	Sr. Accountant		
20 \$40,300 - \$51,400 - \$62,500			
19 \$36,200 - \$45,200 - \$54,300	Accountant		Marketing Specialist
18 \$32,600 - \$40,700 - \$48,900		Human Resources Coordinator	
17 \$29,300 - \$36,600 - \$44,000			
16 \$26,300 - \$32,900 - \$39,500	Secretary		
15 \$23,700 - \$29,600 - \$35,600			
14 \$21,300 - \$26,600 - \$32,000			Sr. Clerk



INFORMATION ITEM 1

CareerSource Pinellas Organizational Chart

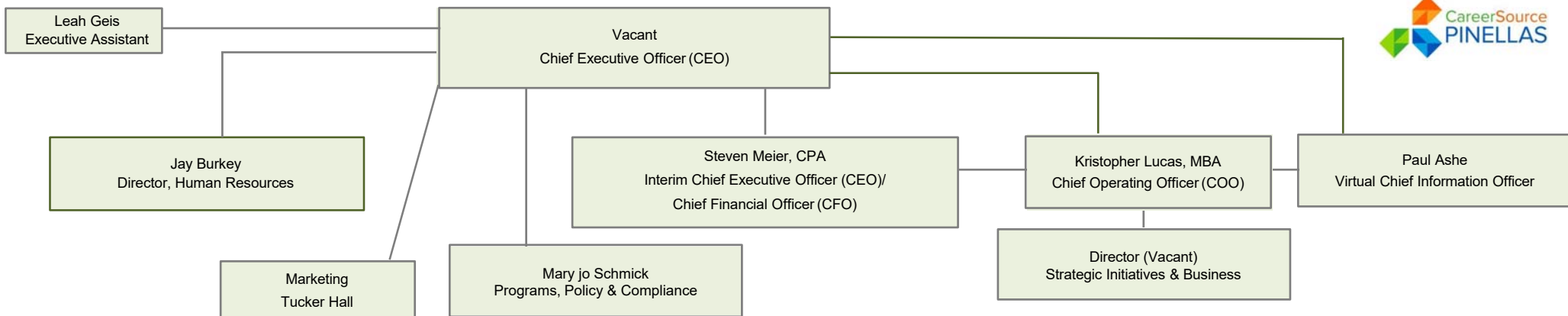
As part of the Compliance Review and the request to continuously review and update the Organizational Chart, please see the attached version updated as of March 31, 2022.

One of the main focuses after the transition to an interim CEO was the identification and recruiting for positions identified as critical to the ongoing success of CareerSource Pinellas. On February 14, 2022, HR along with the Interim CEO/CFO and the COO identified seven positions that were of the highest priority for the organization. These seven positions were:

- HR Director
- Director of Finance
- Director of Policy and Compliance
- Executive Assistant
- Career Counselors (3)

These positions were all filled, and the last four of the seven hired individuals started Monday, April 4, 2022.

The next round of hires will consist of four specialists and at least five State Employees that CareerSource Pinellas manages. We are committed to finding the best fit for all open positions and will continue to look at staffing based upon funding and needs of the organization.



PY'2021-2022

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



INFORMATION ITEM 2

Recommendations for Employee Engagement

At the Special Meeting of the Board of Directors on December 15, 2021, the board unanimously approved to refer Section IV of the Whistleblower Report related to organizational culture 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. The Compensation Committee reviewed and discussed various topics and submitted the following to the Board for review. The Board approved these topics at the March 16, 2022, Board meeting.

One of HR Director's, Jay Burkey, main focuses will be implementation of tactics to improve organizational culture and employee engagement. Below is an update on the current status of these topics.

Action	Description	Considerations	Budget Implications	Current Status
One-on-One Engagement	Ongoing, frequent, and informal feedback discussions between employees and leaders to establish priorities, empower employees with knowledge and tools, and clarify expectations. Important to listen to employees.	<ul style="list-style-type: none"> Formalize the process to ensure consistency Develop expectations for supervisors that support this work Encourage open communication and effective listening Understand the time required for leaders to have more one-on-one conversations 	N/A	One-on-one discussions between employees and Interim CEO have begun
Employee Recognition Luncheon on	<ul style="list-style-type: none"> Recognize and appreciate the outstanding 	<ul style="list-style-type: none"> Celebratory moment for the team and 	Included in existing budget	February 15, 2022 (Done)

Action	Description	Considerations	Budget Implications	Current Status
Feb. 15, 2022	<p>work of the CareerSource Pinellas team during the pandemic.</p> <ul style="list-style-type: none"> • Present, long-overdue, Employee Awards. • Introduction of Interim CEO • Attended by Board Chair 	<p>opportunity for engagement</p> <ul style="list-style-type: none"> • Ensured services are covered during recognition luncheon 		
Mission-Focused Engagement	<p>Information session to review the organization's mission, the Employee Handbook, performance expectations, etc.</p>	<ul style="list-style-type: none"> • Formalize the process to ensure consistency • Evaluate best options for reaching all employees while maintaining services 	<p>Included in work of HR Director</p>	<p>Implementation in Q4 of Program Year with ongoing opportunities for new hires</p>
Classification and Compensation Review	<p>Review existing compensation plan and conduct a comprehensive analysis of salary benchmark and data to ensure CareerSource Pinellas offers competitive salaries and compensation compared to the marketplace;</p> <p>Ensure job descriptions and job titles align with work and best practices</p>	<ul style="list-style-type: none"> • Positions may need to be created, consolidated, reclassified and/or eliminated • This process affords a review of FLSA exemption criteria for each position 	<p>Included in approved Budget Modification #2</p> <p>Potential budget impacts for 2022-2023 if salary adjustments are recommended to retain talent and competitiveness</p>	<p>RFQ issued March 1, 2022</p> <p>Responses received March 25, 2022</p> <p>Vendor selected</p> <p>Rollout and implementation in Q1 of 2022-2023 Program Year</p>

Action	Description	Considerations	Budget Implications	Current Status
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"> • Ensure best practices are followed to determine actionable results • Ensure confidentiality to the extent allowed by Florida Public Records Law • Use results to impact overall recommendations for enhancing work culture 	Included in Budget Modification 1, approved by the board on November 17, 2021	RFQ sent out March 22, 2022 Responses due April 13, 2022
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"> • Ensure best practices are followed to determine actionable results • Ensure confidentiality to the extent allowed by Florida Public Records Law • Use results to impact overall recommendations for enhanced outcomes 	Preliminary research suggests a minimum budget of \$25,000-\$50,000 Exact pricing to be determined with HR Director	To be re-evaluated

Action	Description	Considerations	Budget Implications	Current Status
<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"> • Evaluate best options for including all employees while maintaining services • Encourage open communication and effective listening • Use results to impact overall recommendations for enhancing work culture and performance 	<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>To be evaluated – on-hold</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"> • Review current process • Develop metrics, process, and performance tools • Will be evaluated in conjunction with Annual 360 Performance Review process above 	<p>Exact pricing, if any, to be determined</p>	<p>Implement in Q1 of 2022-23 program year</p>



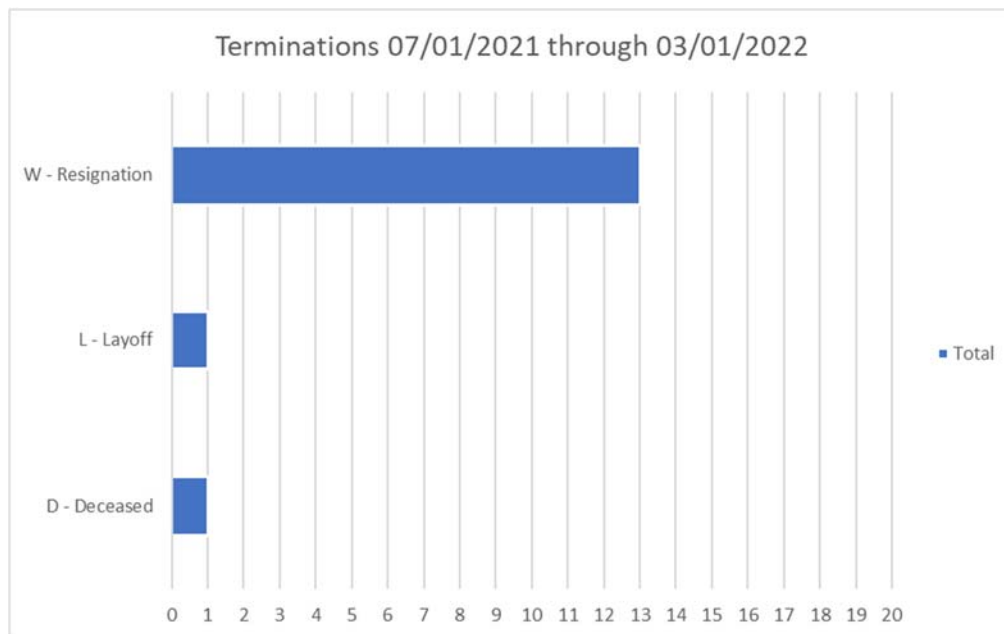
INFORMATION ITEM 3

Compensation and Turnover Summary

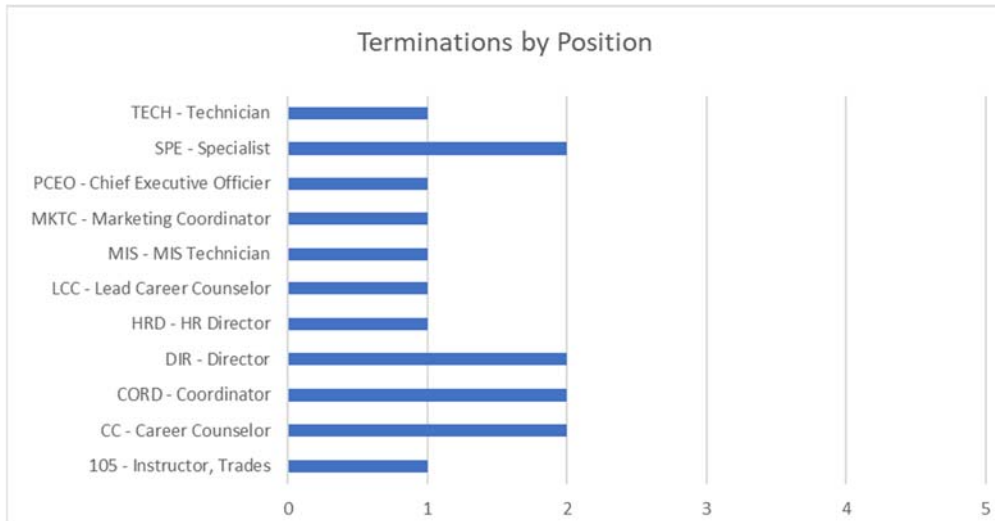
We present the following compensation summary reports, including the total number of employees, pay range summary, notice of newly hired positions and the average salary.

As of this meeting CareerSource Pinellas has 44 employees with an average salary of \$55,883.89.

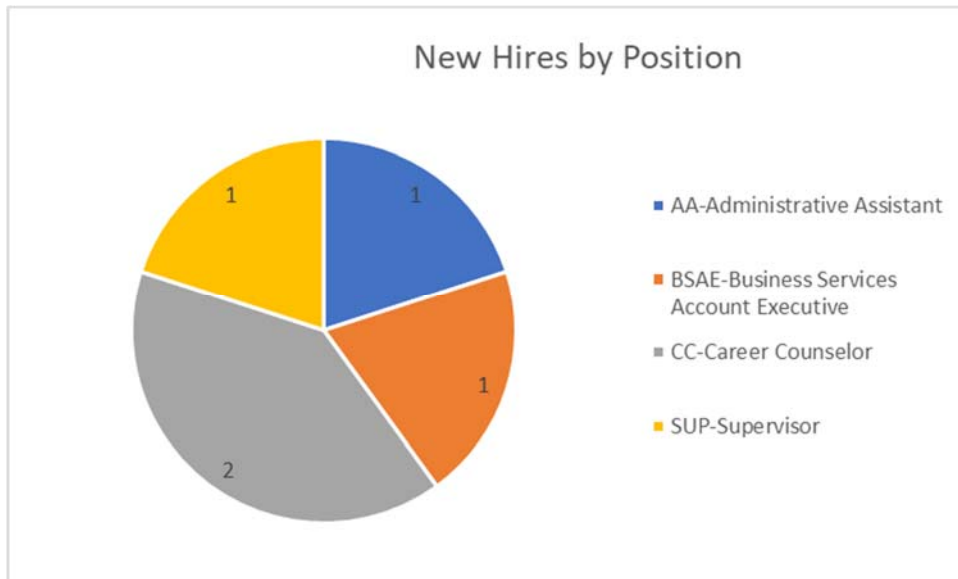
For this fiscal year beginning on July 1, 2021, through March 1, 2022, fifteen employees left the organization. Thirteen employees resigned voluntarily, one employee was a layoff and one employee passed away.



A breakdown of the positions held by the exiting employees is below.



A total of five new employees have been hired since July 1, 2021.



After the February Committee meeting, seven critical positions were identified by the leadership team. They were Director of Human Resources, Director of Finance, Director of Policy and Compliance, Executive Assistant, and three Career Counselors. As of this meeting, all positions have been filled. Two are former employees that left the organization and have returned.