



Unified Personnel Board/Appointing Authorities Workshop Agenda

Date: September 20, 2023

Time: 2:00 – 5:00 p.m.

Location: Clerk’s Large Conference Room, Fourth Floor Pinellas County Courthouse
315 Court Street, Clearwater, Florida

- I. Discussion of Special Act
- II. Status of Search for Director of Human Resources
- III. Evaluation Process for Director of Human Resources
- IV. Discussion of Healthcare Contract
- V. Open Issues for Discussion

* Persons with disabilities who need reasonable accommodations to effectively participate in this meeting are asked to contact Pinellas County’s Office of Human Rights by emailing requests to accommodations@pinellas.gov at least three (3) business days in advance of the need for reasonable accommodation. You may also call (727) 464-4882. View more information about the [Americans with Disabilities Act and requests for reasonable accommodation](#).

Persons are advised that, if they decide to appeal any decision made at this meeting/hearing, they will need a verbatim record of the proceedings, and, for such purposes, they 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 based.

PERSONNEL ACT

Pinellas County Unified Personnel System Act

The Pinellas County Unified Personnel System was created in 1977 by Florida Law 77-642 (see pages 1 to 10), and amended in 1995 by Florida Law 95-474 (see pages 11 to 12) which added the Tax Collector. In addition there are other special acts associated with the Unified Personnel System, including Florida Law 74-587 providing authority to hire a consultant to design the system, Florida Law 75-488 which was amended the next year to remove the Sheriff, and Florida Law 89-414 which allowed representation before the Board by lay persons.

CHAPTER 77-642

House Bill No. 1684

AN ACT relating to Pinellas County, pertaining to personnel; establishing a personnel system for employees of the Board of County Commissioners, Clerk of the Circuit Court, Property Appraiser and Supervisor of Elections; providing for a classified service; providing for exempt positions; creating a Personnel Board; providing for appointment, size, term of office, removal and

qualifications of members of the Personnel Board; providing for compensation of members of the Personnel Board; providing duties of the Personnel Board; creating a personnel department; providing for the appointment and removal of a Director of Personnel; providing qualifications and duties of the Director of Personnel; providing for job descriptions, a job classification schedule and a pay plan; providing for department rules and regulations; providing for present employees; prohibiting certain political activities; providing for hearings and investigations; providing for funding; providing for continuation of membership, rules and regulations, and actions of the Personnel Board; ratifying prior actions; repealing Chapter 75-488, Laws of Florida; providing for severability; providing for conversion to local ordinance upon passage of Charter; and providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. The Classified Service.

(1) The classified service shall be a permanent service to which this law shall apply and shall comprise all tenured positions under the Board of County Commissioners, Clerk of the Circuit Court, Property Appraiser and Supervisor of Elections, now existing or hereafter established, except those exempt positions listed in Appendix A, attached hereto and made a part hereof. The Personnel Board may establish new exempt positions or abolish existing exempt positions upon recommendations of the appropriate appointing authority. Persons serving in the classified service shall be hired, promoted, demoted, suspended or dismissed by the appropriate appointing authorities in accordance with the provisions of this act and the rules and regulations adopted pursuant hereto.

(2) Those persons serving in exempt positions shall be hired, promoted, demoted, suspended or dismissed at the pleasure of the appointing authority, and they shall have no right to the exercise of the grievance procedure. Employees who may be promoted from the classified service to an exempt position may return to the classified service at a position and pay grade comparable to that which such employee had attained prior to promotion to an exempt position. Any such return to the classified system shall require the approval of the appointing authority and the Personnel Board. Compensation for employees in exempt positions shall be determined by the appropriate appointing authority. Exempt employees as hereinafter provided shall be subject to all other provisions of the personnel policies, rules and regulations as established by the Personnel Board or by this act with the restrictions defined in this section.

Section 2. Personnel Board.

(1) Appointment Size, Term and Removal. The Pinellas County Personnel Board shall consist of seven (7) members appointed as follows: two (2) members shall be appointed by the Board of County Commissioners; two (2) members shall be appointed by the Clerk of the Circuit Court, Property Appraiser and Supervisor of Elections as a body; and two (2) members shall be appointed by the Employee Advisory Council. These six (6) members shall appoint the seventh member. Board members shall serve overlapping two (2) year terms. In the case of a person selected to fill a vacancy existing prior to the

expiration of a term, selection shall be made in the same manner as for his predecessor and shall be for the remainder of the unexpired term. In the event any vacancy is not appointed as herein provided, then the remaining board members, may fill such vacancy on an interim basis after due notice to the Clerk of the Circuit Court, Property Appraiser, Supervisor of Elections, the Board of County Commissioners and the Employee Advisory Council with such action taken at a public meeting. Board members may be removed by unanimous vote of the remaining members of the Board for cause, which shall be defined in the Board's rules.

(2) **Qualifications of Board Members.** All members of the Personnel Board shall be at least eighteen (18) years of age; of good moral character; of good reputation in the community; a citizen of the United States; permanent resident of Florida; a resident of Pinellas County for at least two (2) years prior to the date of his appointment. No member may be an employee of any entity of county government in Pinellas County or a member of any national, state or county committee of a political party, or may hold or be a candidate for any paid public office. No member may serve who is the spouse, parent or grandparent, child or grandchild, brother or sister, aunt or uncle, niece or nephew, by consanguinity or affinity or a member of the classified service or of any officer who elects that his employees shall come under the provisions of the act establishing this personnel system. No member may have a conflict of interest in terms of his related business, duties or responsibilities in connection with the Board.

(3) **Compensation of Board Members.** Board members shall be compensated at a rate determined by the Board of County Commissioners, upon the recommendation of the County Administrator, Clerk of the Circuit Court, Property Appraiser and Supervisor of Elections as a body, to defray expenses connected with serving on the personnel board.

(4) **Duties of the Personnel Board.** It shall be the duty of the Personnel Board to:

(a) Adopt and amend rules and regulations for the administration of this act, which rules shall provide:

(1) For the preparation, maintenance and revision of a position classification for all positions in the classified service, based upon similarity of duties performed and responsibilities assumed, so that the same qualifications may reasonable be required for the same schedule of pay may be equitably applied to all positions in the same class. An employee affected by the allocation or reallocation of a position to a class shall, after filing with the Director of Personnel a written request for consideration thereof in such a manner and form as the Director may prescribe, be given a reasonable opportunity to be heard thereon.

(2) For the establishment of a plan for resolving employee grievances and complaints.

(3) For the establishment of disciplinary measures such as suspension, demotion in rank or grade or discharge. Such measures shall provide for presentation of charges, hearing rights and appeals for all permanent employees in the classified service.

(4) For the certification to the appointing authority of the names of persons who are categorized as qualified to fill a vacancy. The appointing authority shall have the right of selection from among persons certified as qualified.

(5) For the establishment and maintenance of lists of eligibles for appointment and promotion, upon which lists shall be placed the names of successful candidates.

(6) For promotions, by the appointing authorities which shall give appropriate consideration to the applicant's qualifications, record of performance and ability.

(7) For, upon appointment or promotion by the appointing authorities, a period of employee probation prior to permanent appointment, not to exceed one year.

(8) For temporary employment by the appointing authorities for not more than six (6) months, such temporary employment may be continued for an additional six (6) months with the approval of the Personnel Board.

(9) For provisional employment by the appointing authorities without competitive examination where there is no appropriate eligible register available. No such provisional employment shall continue longer than six (6) months.

(10) For the establishment of programs, including trainee programs, designed to attract and utilize persons with minimal qualifications, but with potential for development in order to provide career development opportunities among members of disadvantaged persons, handicapped persons, and returning veterans. Such programs may provide for permanent appointment by the appointing authorities upon the satisfactory completion of the training period without further examination.

(11) For keeping records of performance of all employees in the classified service, which performance records shall be considered by the appointing authorities in determining salary increments or increased for meritorious services; as a factor in promotions; as a factor in determining the order of layoffs because of lack of funds or work and in reinstatements; and as a factor in demotions, discharges and transfers.

(12) For layoffs by the appointing authorities by reason of lack of funds or work, or abolition of a position, or material change in duties or organization and for re-employment of employees so laid off.

(b) Make investigations concerning the enforcement effect of this act and to require observance of its provisions and the rules and regulations made thereunder;

(c) Hear and determine appeals and complaints respecting administration of this act.

(5) Authority of the Personnel Board. The Personnel Board shall be the final authority in all matters relating to personnel policy and personnel actions for offices, agencies and employees subject to the provisions of this act. The findings of the Board shall be binding on all parties concerned and the Board at its election may

apply to the Circuit Court of Pinellas County for injunctive relief to enforce the terms of its decisions.

(6) Personnel Board Actions. An affirmative vote of five (5) members of the Personnel Board shall be required to abolish or establish a personnel rule or regulation.

(7) Election of the Chairman and Vice Chairman. At its first meeting, and annually thereafter at its first regular meeting in January, the Personnel Board shall elect one of its members to serve as Chairman and one of its members to serve as Vice Chairman.

Section 3. Personnel Department. There is hereby established a Personnel Department.

Section 4. Director of Personnel.

(1) Appointment and Removal. The Director of Personnel shall be appointed by the Personnel Board from among applicants recommended by a screening process jointly established by the County Administrator, Clerk of the Circuit Court, Property Appraiser and Supervisor of Elections. He shall serve at the pleasure of the Personnel Board.

(2) Qualifications. The Director of Personnel shall be a person experienced in management and personnel administration.

(3) Duties of the Director of Personnel. The Director of Personnel shall be the executive head of the Personnel Department and shall direct all of its administrative and technical activities and appoint its employees. The Director shall foster and develop programs for the improvement of employee effectiveness including training, communications, insurance, safety, health, counseling and welfare. Such programs shall be implemented only upon the approval of the Personnel Board.

Section 5. Job Descriptions, Job Classification Schedule and Pay Plan. The job descriptions, job classification schedule and pay plan in effect at the time this act is adopted are hereby confirmed and ratified, and shall remain in effect until amended by the Personnel Board in accordance with this act and the rules and regulations of the Personnel Board.

Section 6. Department Rules and Regulations. The appointing authorities covered under the provisions of this act shall continue to possess the authority to establish departmental rules and regulations concerning the conduct of their employees in addition to any such rules and regulations established by the Personnel Board. Rules promulgated by the appointing authorities shall be approved by the Personnel Board and when approved shall control in case of inconsistency with the rules and regulations of the Personnel Board.

Section 7. Employee Advisory Council. There shall be an Employees Advisory Council which shall serve in an advisory capacity to the Pinellas County Personnel Board concerning personnel matters, policies, rules and regulations affecting Pinellas County employees. The size and departmental representation of the Employees Advisory Council shall be determined by rule of the Personnel Board. All members of the Employees Advisory Council shall be members of the classified service and shall be elected to serve by their fellow employees. Members of the Employees Advisory Council shall serve a two year term of office. In case of a vacancy, a new member shall be

selected in the same manner as his predecessor and serve out the unexpired term.

Section 8. Status of Present Employees. Employees holding positions in the classified service herein for one year or more immediately prior to the adoption of this law shall be continued in their respective positions without further examination, until separated from their positions as provided by law. Those holding their positions less than one year immediately prior to the adoption of this law shall serve the remainder of the probationary period in effect at the time he was appointed.

Employees who have accrued any rights or benefits under previous Pinellas County Merit System or Civil Service System Acts or rules or under any established rules or other Constitutional Officers shall retain all such rights and benefits, however, no increase in said rights or benefits shall accrue beyond what the employee is currently eligible to receive except in accordance with the provisions of this act and the policies, rules and regulations adopted pursuant thereto.

Section 9. Political Activities Prohibited. No person holding a position in the classified service shall hold, or be a candidate for, public or political office while in the employment of the County, or take any active part in a political campaign while on duty or within any period of time during which such employee is expected to perform services for which compensation is received from the County.

Nothing contained in this Section shall be deemed to prohibit any classified service employee from expressing his opinion on any candidate or issue, or from participating in any political campaign during his off-duty hours so long as such activities are not in conflict with the provisions of Section 104.31, Florida Statutes. Any person violating the provisions of this Section shall be dismissed from the classified service.

Section 10. Hearings and Investigations. The practice and procedure of the Personnel Board with respect to any investigation by the board authorized by this act, shall be in accordance with the rules and regulations to be established by the board which shall provide for a reasonable notice to all persons affected by order to be made by the board after such investigation, with the opportunity to be heard either in person or by counsel and to introduce testimony in his behalf at a public hearing to be held for that purpose.

The board, when conducting any investigations or hearings authorized by this act, shall have the power to appoint hearing examiners, administer oaths, take depositions, issue subpoenas to compel the attendance of witnesses and the production of books, accounts, papers, records, documents, and testimony. In case of the disobedience of any person to comply with a subpoena issued pursuant to board action or any of its members, or on the refusal of a witness to testify on any matter on which he may be lawfully interrogated, the judge of the circuit court of the county, on application of the board, shall compel obedience by proceedings as for contempt. The service of subpoenas shall be made in the manner provided by the Florida Rules of Civil Procedure. Each witness subpoenaed by the board shall receive for his attendance, fees and mileage as provided for witnesses in civil cases and paid in the same manner as all other expenses are authorized and paid upon the presentation of proper vouchers approved by the board.

Section 11. Funding. The Board of County Commissioners shall provide sufficient funds to carry out the provisions of this act.

Section 12. Continuation of Membership, Rules and Regulations, and Actions of the Personnel Board; Ratification of Prior Actions.

(1) Each individual who, at the time this act is adopted, is serving as a member of the Pinellas County Personnel Board created by Chapter 75-488, Laws of Florida, shall continue as a member of the Personnel Board created by this act until his term of office expires.

(2) Rules and regulations adopted in accordance with the provisions of Chapter 75-488, Laws of Florida, are hereby confirmed and ratified, and shall remain in effect until amended or repealed in accordance with this act.

(3) All hearings, investigations, petitions or other matters pending before the Personnel Board created by Chapter 75-488, Laws of Florida, shall remain in full force and effect. All such hearings, investigations, petitions or other matters shall be completed by the Personnel Board under this act.

(4) All actions taken pursuant to Chapter 75-488, Laws of Florida, are hereby ratified.

Section 13. Chapter 75-488, Laws of Florida, is hereby repealed.

Section 14. If any provision of this act or the application thereof to any person or circumstance is held invalid, it is the legislative intent that the invalidity shall not affect other provisions or applications of the act which can be given effect without the invalid provision or application, and to this end the provisions of this act are declared severable.

Section 15. The act shall not be held nor construed to create any property rights or any vested interests in any position in the classified service and the right is hereby reserved to repeal, alter or amend this act, or any provision thereof at any time.

Section 16. In the event a charter is adopted by the voters for the County of Pinellas, this act shall become an ordinance of the county.

Section 17. This act shall take effect immediately upon becoming a law.

APPENDIX A
EXEMPT POSITION SCHEDULE
BOARD OF COUNTY COMMISSIONERS

County Administrator
Assistant County Administrator
Assistant to County Administrator
Director, Office of Consumer Affairs
Management Intern
Director of Historical Museum

Director of Public Works and Engineering
Assistant Director of Public Works and Engineering
Director of Public Works Operations
Mosquito Control Director
Assistant Mosquito Control Director
Motor Vehicle Inspection Director
Assistant Motor Vehicle Inspection Director
Motor Pool Director
Pollution Abatement Director
Director of Sewer System
Assistant Director of Sewer System
Water System Director
Assistant Water System Director
Park Director
Assistant Park Director
Director of Veterinary Services
Director of Budget and Evaluation
Director of Social Services
Assistant Director of Social Services
Clinic Physician
Veterans Services Officer
Assistant Veterans Services Officer
Director of Building
Assistant Director of Building
Community Development Coordinator
Assistant Community Development Coordinator
Director of Purchasing
Assistant Director of Purchasing
Director of Planning
Assistant Director of Planning
Justice Information System Coordinator

Director of Environmental Management
Director of General Services
Assistant Director of General Services
Director of Grants Development
County Fair Director
Director of Public Services
Director of Public Information
Civil Defense Director
County Extension Director
Extension Agent (Marine)
Extension Agent (Horticulture)
County Home Economics Agent (Program Leader)
County Extension Home Economics Agent
4-H Coordinator
Airport Director
Director of Highway Division
Assistant Director of Highway Division
Director of Solid Waste System
County Attorney
Assistant County Attorney
Board of County Commissioners' Secretaries
Director of Data Processing
Assistant Director of Data Processing
Manager of Systems and Programming Division
Manager of Operations Division

CLERK OF THE CIRCUIT COURT

Personal Secretary
Chief Deputy
Supervisor of Accounting, Secretarial, Budget and Audit Division
Supervisor of the Courts Division
Supervisor of the Juvenile Division

Supervisor of the Probate Division

Supervisor of the Traffic Division

Branch Office Manager

Administrative Assistant

PROPERTY APPRAISER

Secretary to Official

Chief Deputy

Administrative Assistant

Chief Appraiser

Deputy in Charge of Tangible Personal Property

Deputy in Charge of Exemption Department

Deputy in Charge of Real Estate Tax Roll

Office Auditor

Research Assistant

Appraisal Supervisor

Director Incomes Section

SUPERVISOR OF ELECTIONS

Personal Secretary

Executive Chief Deputy

Chief Deputy Administrator

PERSONNEL BOARD

Director of Personnel

Assistant Director of Personnel

AFFIRMATIVE ACTION - EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE

Affirmative Action - Equal Employment Opportunity Officer

Became a law without the Governor's approval.

Filed in Office Secretary of State July 5, 1977.

CHAPTER 95-474

House Bill No. 603

An act relating to the Pinellas County Unified Personnel System Board, Pinellas County; amending chapter 77-642, Laws of Florida; adding the tax collector to the group of appointing authorities to whom the act applies; adding the Tax Collector to the group of constitutional officers who, as a body, appoint two members to the Personnel Board; adding the Tax Collector to the group of appointing authorities who determine the rate of compensation for Personnel Board members; adding the Tax Collector to the group of appointing authorities who establish a screening process for applicants for the position of Director of Personnel; providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. Subsection (1) of section 1 of chapter 77-642, Laws of Florida, is amended to read:

Section 1. The Classified Service.

(1) The classified service shall be a permanent service to which this law shall apply and shall comprise all tenured positions under the Board of County Commissioners, Clerk of the Circuit Court, Property Appraiser, Tax Collector, and Supervisor of Elections, now existing or hereafter established, except those exempt positions listed in Appendix A, attached hereto and made a part hereof. The Personnel Board may establish new exempt positions or abolish existing exempt positions upon recommendations of the appropriate appointing authority. Persons serving in the classified service shall be hired, promoted, demoted, suspended, or dismissed by the appropriate appointing authorities in accordance with the provisions of this act and the rules and regulations adopted pursuant hereto.

Section 2. Subsections (1) and (3) of section 2 of chapter 77-642, Laws of Florida, are amended to read:

Section 2. Personnel Board.

(1) Appointment, Size, Term, and Removal. The Pinellas County Personnel Board shall consist of seven (7) members appointed as follows: two (2) members shall be appointed by the Board of County Commissioners; two (2) members shall be appointed by the Clerk of the Circuit Court, Property Appraiser, Tax Collector, and Supervisor of Elections as a body; and two (2) members shall be appointed by the Employee Advisory Council. These six (6) members shall appoint the seventh member. Board members shall serve overlapping two (2) year terms. In the case of a person selected to fill a vacancy existing prior to the expiration of a term, selection shall be made in the same manner as for his predecessor and shall be for the remainder of the unexpired term. In the event any vacancy is not appointed as herein provided, then the remaining board members, may fill such a vacancy on an interim basis after due notice to the Clerk of the Circuit Court, Property Appraiser, Tax Collector, Supervisor of Elections, the Board of County Commissioners, and the Employee Advisory Council with such action taken at a public meeting. Board members may be removed by unanimous vote of the remaining members of the Board for cause, which shall be defined in the Board's rules.

(3) Compensation of Board Members. Board members shall be compensated at a rate determined by the Board of County Commissioners, upon the recommendation of the County Administrator, Clerk of the Circuit Court, Property Appraiser, Tax Collector, and Supervisor of Elections as a body, to defray expenses connected with serving on the Personnel Board.

Section 3. Subsection (1) of section 4 of chapter 77-642, Laws of Florida, is amended to read:

Section 4. Director of Personnel.


(1) Appointment and Removal. The Director of Personnel shall be appointed by the Personnel Board from among applicants recommended by a screening process jointly established by the County Administrator, Clerk of the Circuit Court, Property Appraiser, Tax Collector, and Supervisor of Elections. He shall serve at the pleasure of the Personnel Board.

Section 4. This act shall take effect July 1, 1995.

Became a law without the Governor's approval June 16, 1995.

Filed in Office Secretary of State June 15, 1995.

If you require assistance with this document, please contact our Office of Human Rights at (727) 464-4880 or accommodations@pinellas.gov.



**Pinellas County, Florida
Human Resources Director
Recruitment Proposal
March 6, 2020**



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847-380-3240
info@GovHRusa.com

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About Us

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted more than 450 recruitments in 31 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as Outstanding and indicate they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough recruitment brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- We are committed to providing you with a pool of candidates that reflects the diversity of your community. We support the following organizations with our time as well as provide financial resources: National Forum for Black Public Administrators, Local Government Hispanic Network, League of Women in Government and Engaging Local Government Leaders.

Our Consultants

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

About the Owners

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer.

Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as the Village Manager for the Village of Wilmette, Illinois.

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services. She has worked in Massachusetts, North Carolina, and Illinois.

Our Team

Recruitment Consultant & Main Point of Contact:

Lead Consultant:

Joellen Earl
Chief Executive Officer
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JEarl@GovHRusa.com

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Joellen J. Cademartori
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Scope of Services – Full Scope Recruitment

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

One-on-one or group interviews will be conducted with stakeholders identified by the client to develop the Recruitment Brochure. We have a variety of other options for gathering input:

- Dedicated email and surveys to obtain feedback from stakeholder groups
- Public Forums conducted by our consultants

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

Development of a **Position Announcement** to be placed on websites and social media

Development of a thorough **Recruitment Brochure** for client review and approval



Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase I: Position Assessment, Position Announcement & Brochure

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates in person, via email, and also via telephone.
- Develop a database of potential candidates from across the country unique to the position and to the client, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.



Scope of Services - Continued

- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media
 - LinkedIn (over 15,000 connections)
 - Facebook
 - Twitter
 - Instagram
- GovHR will provide you with a list of advertising options for approval



PHASE III Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References (at least 2 references per candidate will be contacted at this time)
 - Internet/Social Media search conducted on each finalist candidate



All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the client's process is professional and well regarded by all who participate.

Phase IV Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide a binder which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested
- Report will arrive in advance of the Recruitment Report/Presentation.



GovHR will spend approximately 2 hours with the client reviewing the recruitment report and providing additional information on the candidates.

Scope of Services - Continued

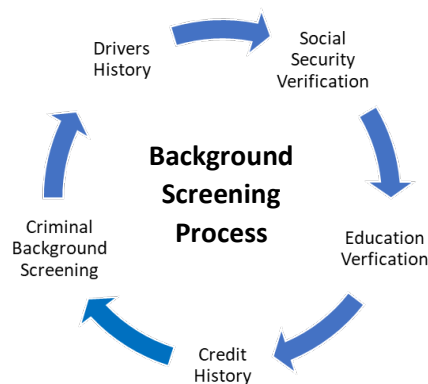
Phase V Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with interview books that include:
 - Candidates Credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities

Background screening* will be conducted along with additional references contacted:



*Per state and federal regulations

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include five or six candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

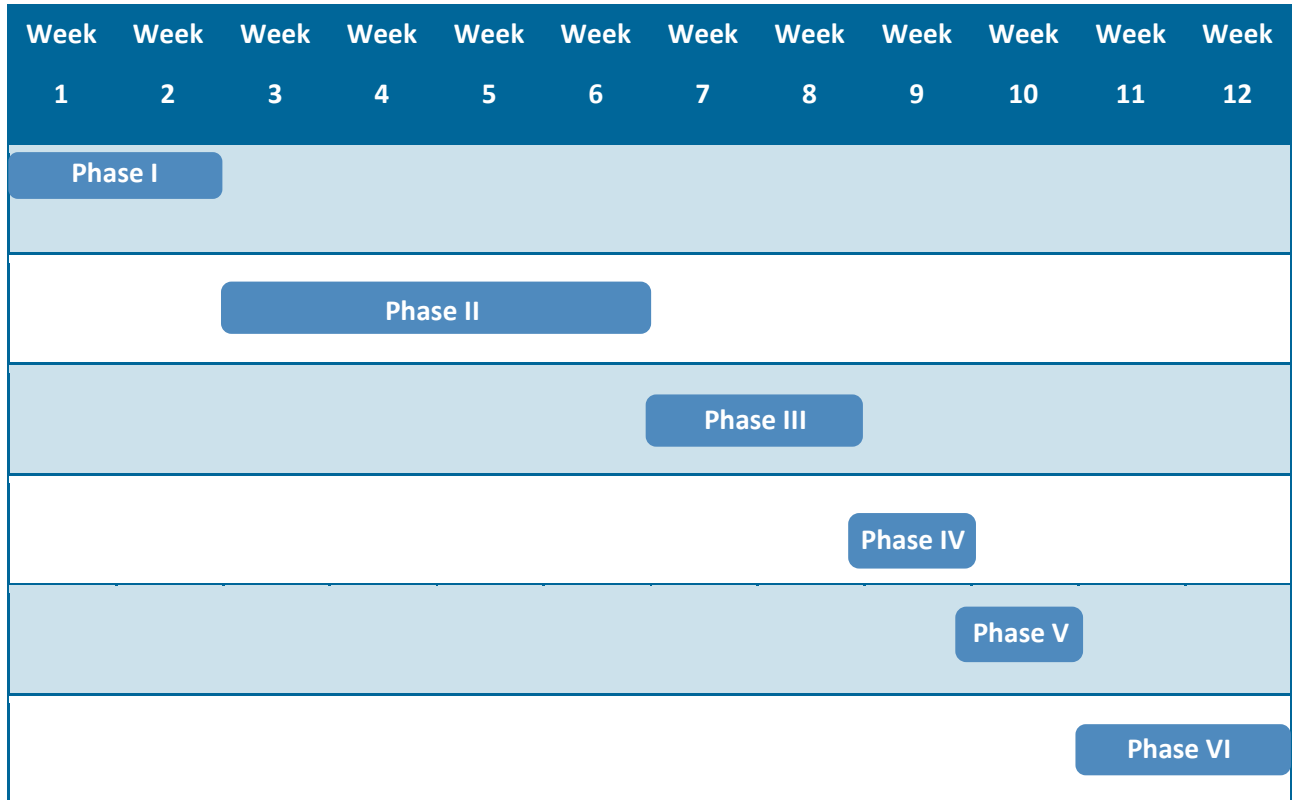
- Tour of client facilities
- Interviews with senior staff

Scope of Services - Continued

Phase VI Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline



- Weeks 1 & 2 Phase 1: On Site Interviews & Brochure Development
- Weeks 3 thru 6 Phase 2: Advertising, Candidate Recruitment & Outreach
- Weeks 7 & 8 Phase 3: Candidate Evaluation & Background Screening
- Week 9 Phase 4: Presentation of Recommended Candidates
- Week 10 Phase 5: Interview Process & Additional Background Screening
- Weeks 11 & 12 Phase 6: Appointment of Candidate

Full Scope Recruitment – Price Proposal

Summary of Costs:

The cost proposal is predicated on three consultant visits to the Client.

1. Presentation of recommended candidates
2. Interview Process

Any additional consultant visits requested by the Client will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Recruitment Fee:

Includes expenses and advertising.

\$16,000

Recruitment Expenses: (not to exceed)

Expenses include consultant travel, shipping, support services, candidate due diligence efforts, recruitment portfolio materials, etc.

\$3,500

Advertising:

*Advertising costs over \$2,500 will be placed only with client approval. Client is billed only for actual cost.

\$2,500*

Total:

\$22,000**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files.

Payments for Fees & Services:

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Guarantee

GovHR Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the recruitment process require consultant travel to the Client beyond the planned three visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the client or the employee's own determination, leave the employ of the client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.

Why Choose GovHR?

- We are a leader in the field of local government recruitment and selection with experience in more than 31 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interview them via video, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Client Name/Organization Pinellas County BOCC

Client Contact Name/Position Joe Lauro, Director of Administrative Services

Signature *Joe Lauro Dir Admin Svs*

Date 3-10-2022

Billing Contact _____

Billing Contact Email _____

Optional Assessment Center

If requested, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. GovHR consultants will prepare all the related documents and scoring sheets for any three (3) of the following exercises to be completed on the Assessment Center day:

- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the Client's choosing

Optional Assessment Center Fee: \$7,500*

*The fee assumes that the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the client in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The client will be responsible for paying a \$500 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the client chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.

Citizen Involvement in the Recruitment Process

GovHR has entered into an exclusive strategic partnership with Polco. Polco provides the tools for municipalities to collect citizens' views. Community responses are validated using the local voter database to verify the responses. Civic engagement is enhanced by using websites, widgets, and apps to meet the citizens where they are. Citizens become more active and informed participants in the process by voicing their views to municipal leaders and other citizens. Polco makes voicing opinions accessible, easy and convenient. It is an excellent tool that can be used to solicit input during the recruitment process and can be used in the future for a wide variety of purposes related to civic engagement. This is an optional service. Pricing available upon request.

Consultant Biography

JOELLEN CADEMARTORI CHIEF EXECUTIVE OFFICER

Joellen Cademartori is the chief executive officer and co-owner of GovHR USA and has nearly 30 years of cumulative experience working in the public sector as a municipal leader, and in human resources and management consulting. Joellen's exceptional communication style has enabled her to develop and maintain strong relationships with her peers, elected and appointed officials, and related local government partners. She has built a solid reputation as a skilled negotiator, who is both fair and impartial.

The ability to problem solve and think strategically are at the core of Joellen's strengths. She is a consensus builder and has the proven ability to work with conceptual ideas, develop and supervise scopes of work, and produce desired results for her clients. She is also skilled at working in challenged environments, with a strong record of success in helping clients to navigate tough executive recruitment and consulting projects.

The public sector human resources and management projects Joellen has worked on have earned her respect in local governments across the country. Due to her commitment and dedication to local government, she is known an industry leader in executive recruiting, interim staffing, in addition to human resources and management consulting work.

Throughout her career, Joellen has been privileged to serve on numerous local, state and national committees. A personal and professional highlight for her was being on the International City/County Management Association (ICMA) Executive Board as a representative from the Northeast Region. Joellen regularly speaks in front of groups, and writes about a variety of local government topics, which include generational diversity, succession planning, performance management, resume development and interviewing skills and techniques. She is dedicated to developing the next generation of managers and remains passionate about excellence in local government.

Professional Education, Training and Instruction

- Bachelor's degree in Economics, Worcester State College, Worcester, MA
- Master of Public Administration, Northeastern University in Boston, MA
- Senior Executive Institute, Leading, Educating and Developing (LEAD) Program, at the University of Virginia's Weldon Cooper Center for Public Service

Professional Development and Speaking Engagements

- Succession Planning for the Public Sector - IPELRA Training Session - 2017
- Putting Your Best Food Forward: Interview/Presentation Skills for Women - Women Leading Government Conference, Massachusetts - 2017
- Workforce for Tomorrow - IPELRA Annual Conference - 2016
- Hire Hard, Manage Easy - Iowa League of Cities Annual Conference - 2015
- Not Your Parents' Local Government: Diversity, Recruitment, and Retention in the 21st Century - NCCCMA Winter Conference – 2014

- Next-Gen Elected Officials: How Do They Change the Council Dynamics? - ICMA Annual Meeting - 2014
- Traveling to the Beat of a Different Drum: Workplace Strategies for a Multi-Generational Workforce, IPELRA Annual Conference - 2013
- New Approaches to Succession Planning - IGFOA Annual Conference - 2012
- New Service Delivery Models: 2012 and Beyond - IPELRA Annual Conference - 2011
- Preparing for Your Career in Local Government - Northern Illinois University – 2011

Memberships and Affiliations

- International City and County Management Association (ICMA), Current Member
- ICMA – Task Force on Deputy/Assistant Managers 2017-2018, Current Member
- ICMA - Task Force on Women in the Profession 2012 – 2014, Member
- ICMA - Conference Planning Committee 2010 – 2011, Chair
- ICMA - Conference Evaluation Committee 2005 – 2006, Member
- ICMA - Conference Planning Committee 2005 – 2006, Member
- ICMA - Governmental Affairs & Policy Committee 2003 - 2006
- ICMA Regional Vice President - ICMA Executive Board 2001 – 2003, Board Member
- ICMA Conference Planning Committee 2000 – 2001, Board Member
- ICMA Assistants Steering Committee 1994 – 1997
- Illinois City and County Management Association (ILCMA), Current Member
- North Carolina City and County Management Association 2004 –2007, Member
- Massachusetts Municipal Management Association (MMA) 2000–2001, Member
- Massachusetts Municipal Personnel Association – 1990 – 2003, Member

Local Government Professional Background

24 Years of Local Government Leadership and Management

- Director of Administrative Services, Evanston, IL 2009-2011
- Director of Human Resources, Evanston, IL 2007-2009
- Assistant County Manager, Catawba County, NC 2004-2007
- Assistant Town Manager, Barnstable, MA 2000-2003
- Assistant Town Administrator, Yarmouth, MA 1993-2000
- Assistant Town Administrator, Northborough MA 1992-1993
- Acting Town Administrator, Northborough MA 1991
- Administrative Asst. to the Town Administrator, Northborough, MA 1988-1990
- Intern, Town of Holden 1987

JAMES DINNEEN
VICE PRESIDENT

James Dinneen's career spans over 42 years in the public sector which includes 16 plus years as a City or County Manager. In addition, he has over 26 years in executive leadership roles in Public Works, Solid Waste, Transportation, Budgeting, and Planning.

Following 17 years in Dayton, Ohio where he advanced from Planner to Deputy Public Works/Director of Operations, he became the Director of Montgomery County Ohio's Department of Solid Waste and Public Works. In 1995, he was promoted to Assistant County Administrator and was responsible for numerous management reorganizations and projects, such as the successful public/private partnership named Riverscape including \$23 million worth of public infrastructure creating a regional interactive theme park. Development of a criminal justice and administrative services master plan including a new \$30 million juvenile detention center and the implementation of a county wide facility reinvestment and capital depreciation program.

In 2002, Mr. Dinneen was recruited back to the City of Dayton, Ohio as its City Manager to streamline the organization and prevent a looming fiscal crisis. During this time he did the following: brought Dayton's budget under control by aggressive actions that erased a year end deficit of \$12 million by eliminating 345 positions, reducing overtime and restricted future hiring. Developed 5 housing and urban redevelopment initiatives defining a new strategy around community anchors, introduced a new Community Oriented Policing Enforcement Program (COPE), exercised leadership in collaboration with regional partners in implementing County-wide dispatching, combining SWAT teams, and emergency management services.

In 2006, he became the County Manager of Volusia County, Florida. He was tasked to restructure for greater efficiency an organization of 4,000 employees. This reorganization became even more critical and complicated as the U.S. economy entered the Great Recession of 2007-2014. During his tenure of 12 years, before his retirement in 2018, he accomplished the following: Implemented major tax reductions starting in 2007 while ensuring service stability saving citizens of over \$200 million while reducing the workforce by 500 full time positions. Developed and implemented a plan known as "Go to Zero" that achieved zero debt in the General Fund in 2018, completed the consolidation of emergency dispatch services county-wide and managed over \$500 million in infrastructure construction. Implemented a county-wide emergency transport system (EVAC), developed a county diversity and inclusion strategic masterplan, implemented a Green Volusia program, developed a county dynamic masterplan which won a 2018 NACO award.

Over the course of his long career, Mr. Dinneen has developed in-depth professional expertise in the following skill areas: Community Engagement, Personnel Management, Budgetary/Fiscal Management, Labor Relations/Negotiations, Reorganizations, Economic Development, Construction/Capital Project Management, and Strategic Planning.

Educational Background

1972 Bachelor of Arts in Anthropology, University of Dayton, Dayton, OH
1975 Master of Arts in Urban and Regional Planning, Virginia Tech University, Blacksburg, VA
1977 Master of Arts in Public Administration, University of Dayton, Dayton, OH
2004 Graduate of Senior Executive Program, John F. Kennedy School of Government, Harvard University, Cambridge, MA

Professional Work Experience

1975-1978 Department of Planning, City of Dayton, OH
1978-1982 Senior Budget Analyst, City of Dayton, OH
1982-1985 Superintendent of Fleet Management, City of Dayton, OH
1985-1992 Deputy Director of Public Works, City of Dayton, OH
1992-1995 Director Department of Solid Waste, Montgomery County, OH
1995-2002 Assistant County Administrator, Montgomery County, OH
2002-2006 City Manager, Dayton, OH
2006-2018 County Manager, Volusia County, FL

Professional Affiliations

ICMA (International City-County Management Association), Member
Team Volusia Economic Development Corporation, Member
Halifax Urban Ministries, Board Member



Client Information Request Form

ORGANIZATION: Pinellas County

POSITION: Human Resources Director

Organizational and General Position Information

- Organization Chart (Organization and/or department)
- Form of government
- Relevant Local Legislation (Charter Requirements?)
- Upcoming governing body election date
- Adopted Budget-in-Brief (Summary of total budget, staff count for organization and/or department)
- Current Job Description including salary/ hiring range, qualifications, required certifications, testing, assessments, etc.
- Strategic Plan (or similar/related documents indicating organizational mission, vision, goals, priorities)
- Internal/External Stakeholders to Interview (client to arrange interviews)
- Residency within district required?
- Will you pay relocation?
- What is the current housing market in your community & area?

Position Specific Information

- Key Programs/Key Issues (that the candidate will need to address)
- Key Service Delivery Data (primarily for department-level recruitments)
- Salary Expectations for the position (GovHR does not ask Salary History from applicants)
- To whom the position will report
- Titles and approximate number of direct reports

General Information

- Who will deal with any press inquiries?
- Can we check candidate credit history/report for this position?
- Does client have an internal application requirement?
- EEO Clause required in Job Announcement?
- Sunshine/Open Records Laws we should be aware of?
- Relevant Federal or State Legislation (Veteran laws, requirements?)
- Contact for Recruitment Process

Position Announcement/Recruitment Brochure Requirements

- High-resolution logo
 - High-resolution images of community/organization/department (5-10 for brochure)
 - Brief Narrative - About Cape Coral!
 - Brief Narrative – About your municipal organization
 - Brief Narrative – About the department - total employees, divisions, budget, union representation including union name(s) of bargaining unions, etc.)
 - Benefit Summary Flyer or website link incl health, retirement, wellness, perks (gym, car allowance), etc.
 - Any other specific info you'd like for us to include
-



PINELLAS COUNTY, FLORIDA

DIRECTOR OF HUMAN RESOURCES



EXECUTIVE RECRUITMENT



Position in Brief

GovHR USA is pleased to announce the recruitment and selection process for a Director of Human Resources for Pinellas County, Florida (pop. 970,600). This brochure provides background information on the County and its organization, as well as the requirements and expected qualifications for the position.

The Director of Human Resources is appointed by and reports to the Personnel Board, which is comprised of seven members appointed to serve in two-year terms. The Human Resources Department is Pinellas County's centralized human resources service provider under the Unified Personnel System (UPS), which was established in 1975 by a special act of the Florida Legislature. The UPS is comprised of 10 different members or "Appointing Authorities". The Appointing Authorities include: Business Technology Services, Clerk of the Circuit Court, County Administrator, County Attorney, Human Resources, Human Rights, Pinellas Planning Council (d/b/a Forward Pinellas), Property Appraiser, Supervisor of Elections, and Tax Collector. The Human Resources Director is responsible for a staff of 37 with a departmental operating budget of \$4.4M.

The Human Resources Organizational Chart: <http://www.pinellascounty.org/hr/pdf/orgchart.pdf>

The County desires an individual whose approach to human resources service delivery is customer focused through collaboration, teamwork and building peer relationships across the County. This individual must value employee engagement, be empathetic, and be an advocate for the needs of the employees across the County. The individual must be a strategic thinker and consensus builder who brings strong leadership and communication skills, as well as experience in developing agreements across County departments by understanding the varying needs of the Appointing Authorities and employees.

The County

Few places in the country can match the near perfect year-round weather of Pinellas County, making it an extraordinary place to live, work and vacation. Pinellas County is part of the Tampa-St. Petersburg- Clearwater MSA with Clearwater serving as the county seat. St. Pete-Clearwater is the leading destination on the Gulf Coast, drawing more than 6.87 million overnight visitors in 2019. The Pinellas County tourism industry generated \$5.6 billion in direct visitor spending inside the county in 2019. More than forty percent of this spending was generated by hotel guests who stayed overnight in commercial lodging. These visitors were responsible for \$2.6 billion in visitor spending, or 46 percent of the total.

From bustling nightlife, shopping and dining in its largest cities (St. Petersburg and Clearwater) to vast expanses of natural beauty, Pinellas County truly has something for everyone. For beach lovers, Pinellas County is home to 35 miles of beaches and dunes which comprise the county's 11 barrier islands and provide important storm protection for the inland communities. The barrier islands and other natural areas are home to sea turtles, gopher tortoises, otters, wild turkeys, bobcats, alligators and coyotes.

Recreation and sports are a major attraction for Pinellas County. St. Petersburg is home to the Major League Baseball (MLB) team the Tampa Bay Rays and Clearwater and Dunedin are the spring training homes for MLB's Philadelphia Phillies and Toronto Blue Jays respectively. Both passive and active recreation abounds with numerous golf courses, expansive trails for biking and hiking, camping, boating, fishing and many, many more recreational opportunities. The County has an outstanding park system, which includes the 55-mile Pinellas Trail, a major component of Florida's Coast-to-Coast trail network. For more information on Pinellas County, visit their website at www.pinellascounty.org.

Pinellas County has a diverse economy, which stretches beyond tourism. It has the 2nd highest amount of manufacturing jobs in the state, a strong technology sector and 24 distinctive cities to go along with its natural beauty and amenities. It also has outstanding public schools, which offer a wealth of educational choices, including 70 application programs suited to students' interests, talents and abilities. Pinellas County Schools provides dozens of career-focused programs, ranging from culinary arts to criminal justice. It offers STEM magnet or career programs at all grade levels. The district also provides 250 before- and after-school STEM Academies for students in grades 2-12. For more information on Pinellas County Schools, visit their website at <https://www.pcsb.org/>.

The Organization

The County has approximately 5,400 employees of which over 3,000 report to the Appointing Authorities who are served by the Human Resources Department. Pinellas County has a \$2.5B budget and is governed by a seven-member elected Board of County Commissioners. The County provides a full range of services to its residents. The Board of County Commissioners is the legislative body for the County, and the Constitutional Officers of the County are the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector. The remaining appointing authorities include Business Technology Services, County Administrator, County Attorney, Human Resources, Human Rights, and Pinellas Planning Council. Each Appointing Authority oversees the management and supervision of the functions under their areas of responsibility.



The County's Organizational Chart: <http://www.pinellascounty.org/budget/GeneralOrgChart.pdf>

The Role of the Director

The Director of Human Resources responsibilities include the following:

- Plans, directs, coordinates, and exercises general supervision through divisional supervisors over personnel engaged in diversified personnel management activities.
- Formulates new personnel policies and revisions of existing policies for review by Appointing Authorities and the Employees' Advisory Council and action by the Personnel Board.
- Consults with management regarding employee relations problems such as possible adverse actions to be taken against employees or morale problems in the workplace.
- Formulates with assistance of departmental staff annual goals and methods of evaluating accomplishment of those goals and other departmental activities.
- Presents County policy and personnel matters to department heads, elected officials, or individual employees. Represents the department at various national, state and/or local personnel conferences, seminars and meetings.
- Directs the development and revision of the classified and exempt pay plan and benefit program. Serves as Executive Secretary of the Unified Personnel Board.

Opportunities and Challenges

The Director of Human Resources can expect to work with the Personnel Board, Appointing Authorities and Employee Advisory Council on a wide variety of projects within the county. Some of these efforts include:

Human Resources as a Partner: The new Director of Human Resources will develop positive working relationships with the Personnel Board, Appointing Authorities, Employee Advisory Council and County Employees. The Human Resources Department serves many stakeholders with varying needs and levels of support desired. The Director will assess the needs of these various stakeholders and deploy staff to provide the best service possible in an approachable, collaborative and empathetic manner.

Pinellas County as an Employer of Choice: Pinellas County is known for excellence in the delivery of services to its residents. The County would like to be an Employer of Choice and be positioned to attract and retain the best and brightest staff members. The new Director of Human Resources will study the organization and its compensation and benefits practices, promotional opportunities, career ladders and overall workplace environment, and make recommendations to the Appointing Authorities on how to best position the County as an Employer of Choice in the 21st Century.

Classification and Compensation Study: <http://www.pinellascounty.org/hr/compensation/study.htm>



Candidate Qualification Criteria

- A Bachelor's degree in human resources management or related field along with at least ten years of progressively responsible experience in a large local government or similar organization, and five years in a managerial role is required.
- A Master's degree in public administration, business administration, organizational development, and other relevant certifications is highly desirable.
- Executive level human resources director experience in a large public sector organization, preferably at the county or municipal level, is required.
- Ability to develop strong working relationships and interact with elected officials, senior staff, boards or commissions, employee representatives in a positive and professional manner is required. A demonstrated passion to engage and work with others is highly desirable.
- A deep understating of human resources best practices and the ability to anticipate and propose solutions to issues before they occur. Someone who is proactive and solution oriented, who can help stakeholders achieve goals, rather than act as a roadblock or engage in a reactionary manner.
- Ability to manage, problem solve, and implement a clear vision for human resources at all levels in the organization.
- Ability to attract diverse candidates to the County organization and to ensure that the workplace environment is welcoming and inclusive.
- Ability to connect with employees where they are and to understand that the needs of the employees may be different depending upon where they are in their career and/or in their personal lives.
- Excellent communication skills and the ability to vary communications style depending upon the audience. An understanding of what it means to be politically savvy, without being political.
- Strong supervisory and team building skills with demonstrable experience in leading through subordinates, assigning projects with timelines and clear expectations, and holding staff accountable for effective implementation.
- Ability to recognize when personal knowledge may be lacking and a willingness to admit it to others as well as the willingness to learn and ask for assistance when it is warranted by a situation.
- Ability to work effectively in a fast-paced environment, with a record of handling a wide variety of projects at one time and with the ability to be nimble in changing course or direction.
- Experience as a human resources director in a large, public sector, customer service-driven organization that ensures responsiveness to its various stakeholders. A strong desire to serve many different Appointing Authorities and to work closely with the Employee Advisory Council.
- A demonstrated style that is approachable and empathetic, one that communicates effectively and is balanced between completing tasks and nurturing relationships and advocating for employees.
- Ability to make sound decisions by understanding the impacts decisions make on employees as a whole and not just on the bottom line of the County budget. Recognizing that the biggest asset to an organization is its people.
- Someone who is inclusive, affable, flexible, resilient, patient, positive and has an excellent sense of humor.



Compensation, Benefits & How To Apply

The Director of Human Resources is appointed by the Personnel Board. Starting salary range: \$150,000 to \$180,000 +/- DOQ, with an excellent benefit package - <http://www.pinellascounty.org/hr/benefits.htm>.

Submit resume, cover letter, and contact information for five professional references **by May 6, 2020** online at www.GovHRJobs.com.

Questions regarding the recruitment may be directed to Joellen J. Cademartori, CEO, GovHR USA at 847-380-3238. Pinellas County is an Equal Opportunity Employer and values diversity. It strongly encourages minorities and women to apply. It is also a drug-free workplace. The State of Florida has strong public record laws. All application materials are public record.

