



# MEMORANDUM

GOE  
Agenda Item No. 1(E)1

**TO:** Honorable Chairperson Natacha Seijas  
and Members, Governmental Operations and  
Environment Committee

**DATE:** May 18, 2004

**FROM:** George M. Burgess  
County Manager

**SUBJECT: Request for Information on  
Miami-Dade County's  
Recruitment Process**

## BACKGROUND

Pursuant to the direction of Commissioner Jose "Pepe" Diaz, the Governmental Operations and Environment Committee (GOE), at its February 10, 2004 meeting, instructed the Employee Relations Department (ERD) to prepare a comprehensive report describing the County's recruitment process. In response to this request, data was collected from each department within my purview. Departments were requested to submit relevant recruitment and hiring information for Fiscal Year 2002-2003 for any of the three recruitment methodologies utilized: resume, eligible list referral, and competitive examination. Departments also were asked to identify any unique recruitment steps that were used. Finally, information was requested regarding the process for appointing temporary personnel and the process for transitioning them to regularly funded County positions.

## COUNTYWIDE RECRUITMENT PROCESS

The policy and procedure for the County's recruitment process are derived from the Miami-Dade County Code, applicable collective bargaining agreements, Administrative Order 7-21, Personnel Policy for Centralized Employment Services and the Personnel Rules for the Classified Service.

The County processes approximately 130,000 applicants each year via one of three distinct recruitment methodologies: resume, eligible list, and competitive examination. The type of recruitment method employed is associated with the job classification for which the recruitment is being conducted.

Each recruitment method results in the creation of an eligible list and the rules that govern each are specific to the recruitment type and relevant provisions of collective bargaining agreements. All appointments to vacant positions, whether exempt or classified, must be made from an appropriate eligible list in order to ensure a competitive recruitment process. An eligible list is generally valid for one year; however, most eligible lists may be extended to a maximum of three years, unless otherwise provided in a collective bargaining agreement.

## **RECRUITMENT TYPES**

### *Resume Recruitment*

Resume recruitments constituted approximately 80% of the recruitments conducted in FY 2002-2003. Applicants may apply by mail, email, interactive voice response system or in person.

Resume recruitments may yield several hundred resumes per vacancy. Recruitments for entry level classifications, such as customer service positions, can easily exceed 1,000 resumes.

### *Eligible List Recruitment*

Eligible list recruitments require applicants to apply in person and complete an employment application. Applicant eligibility is determined at the time of application and a certified eligible list is issued to the department at the conclusion of the recruitment. This type of recruitment activity is generally utilized for entry level positions and generates hundreds of applicants per recruitment.

### *Competitive Examination Recruitment*

Competitive examinations are administered to determine performance proficiency, such as in a typing test, or to assess a technical body of knowledge necessary to perform the requirements of the position. Competitive examinations are given for entry level and promotional classifications. In addition to the clerical positions that require typing tests, there are 45 classifications where qualified applicants are identified through the administration of a test. Entry level positions, such as Firefighter, may generate thousands of applicants for one recruitment effort. Promotional examinations are provided by the express terms of the relevant collective bargaining agreements.

Competitive examinations result in the establishment of an eligible list that has a life cycle of one year, unless extended otherwise. It has been the practice for tested positions to always have a valid eligible list in place. Consequently, examinations are announced prior to the expiration of the current list. This practice, from the applicant's perspective, lengthens the recruitment time cycle. The competitive examination recruitment process includes: a mandatory announcement period of 15 days, applicant notification and scheduling, seniority score calculation, test administration and scoring, post-test assessment and list certification. Department may make appointments from the list at any time during the year as vacancies occur; therefore, the average process time is reflective of this expanded time horizon.

## **INTERNAL SUPPORT PROCESS**

The recruitment process commences when a department initiates an electronic requisition to fill a position. The requisition is reviewed by the Office of Strategic Business Management (OSBM) to ensure that there are no budgetary limitations to proceeding with the recruitment. However, OSBM approval is automatic for all proprietary departments. ERD reviews the requisition to ensure that the position is appropriately classified. Subsequent to this approval, the department notifies ERD of the date it wishes to commence recruitment. Following this notification, an advertisement is placed for the position; the average timeframe for this process is 42 days. If an eligible list exists for the classification and no advertisement is required, this process would be reduced to 32 days.

### *Advertisement*

Employment opportunities are generally announced during a 1-2 week advertisement period, depending on the nature of the recruitment process.

Employment opportunities are made known through a number of communication outlets. Open competitive positions are announced in the Career Employment Opportunity Bulletin that is distributed in multiple geographical locations such as Team Metro Offices, educational institutions, County libraries and departmental field locations, in the Miami Herald, on the Interactive Voice Response Telephone System (IVR), and on the County's Website, which is also linked to South Florida Workforce One-Stop Career Centers and Rhinomite, a job posting service. Moreover, advertisements may be placed in a variety of local publications designed to target specialized occupational markets or specific segments of the community.

## **HIRING DEPARTMENT RECRUITMENT/SELECTION PROCESS**

County departments provided data regarding the recruitment timeframe from the initiation of the advertisement to the final appointment of the selected candidate. Individual detail reflecting specific departmental recruitment processes is highlighted on the attached tables presented by recruitment type (Attachment 1). It should be noted that two steps of the post-advertisement process show the greatest amount of time variance: ERD Resume/Eligible List Process Time and the Department Internal Selection process.

ERD's process time for Fiscal Year 2002-2003 was significantly impacted by the implementation and suspension of the hiring freeze. The suspension of the freeze produced an unprecedented number of recruitments and applicants that resulted in an extraordinary strain on the County's recruitment process. The Departmental Internal Selection process was similarly impacted by the hiring freeze since recruitment processes were interrupted. As recruitments resumed, available resources were strained to complete the selection process.

## **FACTORS THAT AFFECT THE RECRUITMENT CYCLE**

There are a number of factors that may influence the length of a recruitment cycle. Examples include: budgetary constraints and attrition management, collective bargaining provisions, recruitment strategies, conditions in the labor market, departmental-specific recruitment procedures, and competing priorities in the allocation of resources.

### *Budgetary Constraints*

In FY 2002-03, there was a hiring freeze that resulted in extending or suspending recruitment activities. As a result of the hiring freeze, all previously approved requisitions required re-approval by OSBM to ensure appropriate fiscal controls; this requirement added a significant amount of time to the Internal Support process time.

### *Recruitment Strategies/ Conditions in the Labor Market*

Targeted recruitment plans for high-profile positions typically extend the recruitment cycle since they entail the strategic placement of advertisements in multiple locations to maximize the vacancy exposure. Additionally, these opportunities are typically advertised over a longer time horizon to elicit the best possible response.

Labor market conditions regularly affect the length of a recruitment cycle. If a position requires specialized knowledge, skills and abilities that are not available within the local labor market, employment opportunities may need to be published in national newspapers and trade journals. Each periodical has its own publishing deadline and unless it happens to coincide with the County's needs, announcements may be delayed. As a result, there is an immediate impact on the recruitment cycle.

When unemployment is high and labor market conditions favor the employer, there still is an impact on the recruitment cycle. The County's current system is labor intensive and processing a larger number of applicant responses to an announcement slows down the progression. A recruitment that yields a large applicant response requires additional resources to be expended by the Employee Relations Department in applicant processing, testing, and/or screening and further resources to be expended by the department in applicant review and interview.

### *Post-announcement Departmental Considerations*

There are times when a recruitment does not yield a sufficient pool of qualified applicants and it is necessary to re-advertise the position. When this occurs, the recruitment strategy is evaluated and there usually are changes to where the announcement is disseminated, thereby extending the recruitment cycle. Many times, the original candidates are not eliminated from consideration, and as a result the process is exceedingly long for these candidates.

Departments also report that conflicting operational and special project needs sometimes delay the department-specific selection process. These conflicting assignments may hinder the establishment of screening and selection committees, and thus the entire interview and selection process may be delayed.

### *Competing Priorities for the Allocation of Resources*

While getting funded vacancies filled is a high priority for all operational departments, there are times when priorities have to be re-evaluated and resources normally allocated to the recruitment process must be redirected to an issue with a higher priority. While these interruptions may be temporary, they may occur at any step in the process with negative effects on the length of the recruitment cycle.

## **EXCEPTIONS TO THE NORM**

Some departments are responsible for conducting their recruitments in accordance with: constraints imposed by the collective bargaining agreements, mandates due to specific security concerns, considerations due to sensitive public contact work or legal requirements governing uniform personnel.

### *Collective Bargaining Impact*

In the late 1970's, when seeking federal funds to build Metrorail and Metromover, Miami-Dade County entered into an agreement with the Transport Workers Union (TWU) pursuant to Section 13(c) of the Federal Transit Act of 1964, as amended. As a result, the County is required to offer incumbents in classifications covered by TWU who are qualified, or who by training and retraining can become qualified, the right of first refusal to bargaining unit positions created as a result of Metromover or Metrorail or any project connected to them. Since positions must be offered to incumbents who are qualified or can become qualified first, vacancies are frequently filled long after the employees become aware of the opportunity. In order for training to be cost-effective, the department waits until there are a number of vacancies to fill. Selection and training efforts then need to be coordinated with recruitment needs in the areas considered *feeder locations* to prevent a crippling effect on operations.

### *Legislative Requirements*

State and federal laws and County administrative orders have an effect on the recruitment cycle for a number of classifications. State law requires that comprehensive background checks be conducted for all personnel who wish to work in law enforcement, firefighting, corrections, and seaport operations. Administrative Order 2-5 governs the background check requirements for code enforcement personnel.

Certain departments with safety-sensitive areas have stringent mandated background investigation requirements. For example, the Transportation Security Administration (TSA) requires all Aviation Department employees to undergo a fingerprint review conducted by the Federal Bureau of Investigation. These requirements supplement the background check the County performs on all new hires and lengthens the process between the period a candidate is tentatively selected and the person actually is appointed to the payroll.

### *Sensitive Public Contact*

The employment screening process is more extensive for those applicants who perform field work responsibilities without general supervision. Similarly, applicants who work with children or the elderly undergo additional background evaluation to insure that they are appropriately suited to this nature of work.

## **RECRUITMENT BUSINESS PROCESS REVIEW**

The Employee Relations Department is currently reviewing the entire recruitment business process in order to identify opportunities for streamlining recruitment activities. A Countywide cross-functional team has been assembled to review all legislative, administrative and procedural components of the recruitment process. This team is studying industry best practices and evaluating technological enhancements in order to produce a modern, efficient, and effective newly designed recruitment system that will support the County's operational needs and will fulfill the service demands of our community. Business solutions are being crafted for processes such as: on-line employment application, applicant notification of recruitment status, applicant eligibility determination and eligible list utilization. It is anticipated that this comprehensive review will be completed Fall of 2004.

## **TEMPORARY PERSONNEL**

There are two categories of temporary personnel: personnel who are appointed through contractual employment services contracts and personnel who are appointed through the County personnel process as County temporary employees. Departments may effectuate either of these appointments without conducting a formal recruitment process. Consequently, these resources are available immediately to departments to address their operational needs.

Utilization of temporary contractual personnel is governed by the provisions of Administrative Order 7-35. In accordance with the provisions of this Administrative Order, temporary contractual appointments that exceed one year must be approved by the OSBM and ERD to determine whether the establishment of a permanent County position is warranted. Temporary contractual personnel, who encumber the same position for more than six months, may participate in County employee only recruitments or may request to have their names added to an existing eligible list. Therefore, these personnel are eligible to be appointed to the position in which they serve. Departments have the option of appointing contractual temporary personnel from the County eligible list after conducting an interview process.

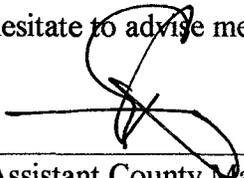
Departments reported that during Fiscal Year 2002-2003, 1,160 temporary contractual personnel and 19 County temporary personnel were employed. Of this number, 233 temporary contractual (20%) have been appointed to full-time or part-time County positions (Attachment 2). OSBM is currently completing a comprehensive analysis of temporary personnel utilization and a final report will be forthcoming.

#### **SUMMARY OF ATTACHED DEPARTMENTAL INFORMATION**

Submitted for your review is a compilation of information submitted by the various county departments that details the recruitment cycle for each of the recruitment types they utilize; not all departments use all recruitment types. Information is presented by the average number of calendar days for each process step as conducted during Fiscal Year 2002-2003. ERD has tried to reflect a value for each step of the process that the department conducts. If a "0" is indicated in the field, that process has been combined with another process and therefore could not be reported separately.

Excluded from this report is data for small departments or offices that receive administrative support from the ERD in the recruitment process. These departments conduct recruitments sporadically and data from these efforts was inconclusive.

I trust this information is responsive to the request of the Governmental Operations and Environment Committee. If you have any questions or need additional information, please do not hesitate to advise me.

  
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Assistant County Manager

# Eligible List Recruitments

**Attachment # 1:**  
**Recruitment Process Report**  
**Eligible List Recruitments**  
(Average Calendar Days)

Department	Days for Advertisement of Vacancy	ERD collects, scans, verifies and forwards eligible list to HR Rep.	if no advertisement, Department requests existing eligible list & ERD forwards to HR Rep.	Departmental Interview and Selection Process	HR Rep. conducts background/reference check (if applicable)	Applicant contacted and offered position	Non-county employee physical examination process	Applicant start date from date accepting job offer	Total Average of Departmental Recruitment Process
Building Code Compliance	11	21	0	24	2	1	10	12	80
Building	7	29	0	43	4	2	9	7	101
Capital Improvements	0	0	18	11	0	0	14	14	56
Clerk, Circuit and County Courts	0	0	14	37	0	0	0	23	74
Community Action Agency	11	18	0	79	0	0	17	11	134
Consumer Services	11	11	3	16	5	5	7	14	71
Corrections & Rehabilitation	11	18	0	64	39	2	11	14	157
Business Development	14	14	0	84	5	1	8	14	140
Environmental Resource Management	14	0	35	18	25	0	0	14	105
Planning & Zoning	0	15	0	48	7	0	2	14	86
Procurement Management	14	11	0	14	4	14	7	0	64
Employee Relations	0	0	7	14	2	1	7	14	45
Finance	14	14	0	83	3	1	8	14	137
General Services Administration	14	11	0	28	2	2	4	18	78
Human Services	11	5	10	7	3	1	5	7	49
Library	11	11	0	48	12	0	12	14	106
Miami-Dade Aviation	11	31	0	119	4	0	3	25	193

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**Attachment # 1:  
Recruitment Process Report  
Eligible List Recruitments**  
(Average Calendar Days)

Department	Days for Advertisment of Vacancy	ERD collects, scans, verifies and forwards eligible list to HR Rep.	If no advertisement, Department requests existing eligible list & ERD forwards to HR Rep.	Departmental Interview and Selection Process	HR Rep. conducts background/reference check (if applicable)	Applicant contacted and offered position	Non-county employee physical examination process	Applicant start date from date accepting job offer	Total Average of Departmental Recruitment Process
Fire Rescue	14	14	0	21	35	2	7	14	107
Housing Agency	14	0	14	107	21	1	4	14	175
Police Department	10	0	15	18	60	0	3	0	106
Seaport Department	14	11	0	14	2	1	6	14	61
Miami-Dade Transit	10	10	0	34	2	1	6	10	73
Office of Comm & Eco Dev	0	0	11	60	35	0	14	14	134
Office of Community Relations	11	18	0	14	0	0	14	23	79
Office of Safe Neighborhood Park	0	0	3	25	0	0	0	16	44
Park & Recreation	10	9	0	52	0	0	9	0	80
Public Works	18	11	0	29	5	5	5	14	86
S FL Employ & Training Consortium	11	5	0	19	2	2	5	0	42
Solid Waste Management	0	0	26	45	6	0	7	14	98
Team Metro	14	14	0	25	4	1	6	14	78
Vizcaya Museum & Gardens	19	18	0	39	0	7	7	45	134
Water & Sewer	11	11	0	17	0	1	5	14	58
<b>AVERAGE OF EACH RECRUITMENT STEP</b>	<b>10</b>	<b>10</b>	<b>5</b>	<b>39</b>	<b>9</b>	<b>2</b>	<b>7</b>	<b>14</b>	<b>94</b>

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# Resume Recruitments

**Attachment # 1:  
Recruitment Process Report  
Resume Recruitments**

(Average Calendar Days)

Department	Days for Advertisement of Vacancy	ERD collects, scans, verifies and forwards resumes to HR Rep.	Departmental Interview and Selection Process	ERD reviews applicant's resume for eligibility determination	HR Rep. conducts background/reference check (if applicable)	Applicant contacted and offered position	Non-county employee physical examination process	Applicant start date from date of job offer acceptance	Total Average of Departmental Recruitment Process
Audit & Management Services	11	25	19	3	2	1	8	21	88
Building Code Compliance	11	16	23	3	1	1	10	15	78
Building	12	12	43	1	1	0	5	12	86
Capital Improvements	11	18	11	3	0	0	14	14	69
Clerk, Circuit and County Courts	8	10	40	2	0	0	12	12	84
Communications	19	10	14	1	0	3	5	14	66
Community Action Agency	11	18	79	0	0	0	17	11	134
Consumer Services	11	5	16	2	1	5	14	14	68
Corrections & Rehabilitation	11	18	64	0	32	2	7	14	146
Business Development	14	14	84	3	5	1	8	14	143
Environmental Resource Management	11	14	21	3	1	7	7	14	78
Planning & Zoning	11	15	48	4	7	2	14	14	115
Procurement Management	14	11	14	4	4	14	7	14	82
Elections	11	7	14	7	7	2	11	14	72
Employee Relations	11	7	10	1	2	1	7	14	53
Enterprise Tech Services	7	10	14	2	5	1	14	0	53
Finance	14	14	83	1	4	1	8	14	139
General Services Administration	14	11	29	2	2	1	4	18	79
Human Services	11	5	10	7	3	1	5	7	49
Library	11	21	48	2	0	0	13	14	107
Medical Examiner	14	14	31	14	0	0	7	14	94

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**Attachment # 1:**  
**Recruitment Process Report**  
**Resume Recruitments**  
(Average Calendar Days)

Department	Days for Advertisement of Vacancy	ERD collects, scans, verifies and forwards resumes to HR Rep.	Departmental Interview and Selection Process	ERD reviews applicant's resume for eligibility determination	HR Rep. conducts background/reference check (if applicable)	Applicant contacted and offered position	Non-county employee physical examination process	Applicant start date from date of job offer acceptance	Total Average of Departmental Recruitment Process
Metro-Miami Action Plan	14	9	10	0	10	0	5	0	48
Miami-Dade Aviation Department	14	31	119	2	4	2	3	25	200
Fire Rescue	11	6	21	0	35	2	21	7	103
Housing Agency	14	45	120	7	22	1	5	14	228
Police Department	10	15	22	2	60	1	6	10	126
Seaport Department	11	11	14	2	2	1	6	14	59
Miami-Dade Transit	14	10	33	1	1	0	7	10	76
Office of Comm & Eco Dev	11	11	60	4	14	0	14	14	127
Office of Strategic Bus Mgt	14	10	42	2	2	2	7	14	93
Park & Recreation	14	7	61	1	0	0	9	6	98
Property Appraisal	14	14	21	3	0	3	7	14	76
Public Works	14	11	34	3	6	2	5	14	87
S FL Employ & Training Consortium	11	5	20	3	2	2	5	14	59
Solid Waste Management	10	10	33	1	1	1	6	14	76
Team Metro	14	14	26	2	3	1	7	14	81
Vizcaya Museum & Gardens	19	18	39	0	0	7	7	45	134
Water & Sewer	11	11	15	2	0	1	7	14	60
<b>AVERAGE OF EACH RECRUITMENT STEP</b>	<b>12</b>	<b>13</b>	<b>37</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>14</b>	<b>95</b>

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# Competitive Examination Recruitments

**Attachment # 1:**  
**Recruitment Process Report**  
**Competitive Examination Recruitments**  
(Average Calendar Days)

**Miami-Dade Aviation Department**

Position	Days for Advertisement of Vacancy	Receipt of List from ERD <sup>1</sup>	List sent to MDAD Division Liaison	Interview	Selection Memo from MDAD Division Liaison <sup>1</sup>	Pre-Employment Physical	Fingerprints Results	Applicant Start Date	Total Average of Department Recruitment Process
Open Competitive	15	106	6	52	125	3	4	27	338

<sup>1</sup> Step in recruitment process impacted by hiring freeze.

**Miami-Dade Corrections & Rehabilitation Department**

Position	Days for Advertisement of Vacancy	Written Test	Profiles Preparation	Promotional Meeting	Appointment	Total Average of Department Recruitment Process
Promotional	90	2	8	1	8	109

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**Miami-Dade Fire Rescue**

Position	Days for Advertisement of Vacancy	Orientation Candidate Physical Agility Test (CPAT) <sup>2</sup>	Exam Candidate Physical Agility Test (CPAT) <sup>2</sup>	Written Test	Candidate Oral Board Process	Oral Board Evaluation	Interview	Background Investigation	Medical and Departmental New Hire Processing	Total Average of Department Recruitment Process
Firefighter <sup>1</sup>	15	68	68	4	4	30	0	21	45	255
Promotional	60	0	0	1	0	0	1	0	0	62

<sup>1</sup> Data reflects process revision and assumes same number of applicants (6,800) as the 2002 Firefighter applicants.

<sup>2</sup> One day per 100 applicants

**Attachment # 1:  
Recruitment Process Report  
Competitive Examination Recruitments**  
(Average Calendar Days)

**Miami-Dade Police Department (Police Officer)**

Position	Days for Advertisement of Vacancy	Written Exam	Exam Scoring and Eligible List to MDPD <sup>2</sup>	Applicant Scheduled for Orientation	Orientation	Applicant Scheduled for Polygraph	Polygraph Results Received	Background Investigation (background investigation occurs during entire process)
Police Officer <sup>1</sup>	0 <sup>1</sup>	1	28	28	28	21	14	75

Applicant Scheduled for Assessment	Assessment Center Results	Conditional File Review	Conditional Offer of Employment Notification	Special Risk Medical and Psychological Exam	Final File Review	Final Processing and Employment Notification	Total Average of Department Recruitment Process
18	28	11	7	7	7	7	280

<sup>1</sup> Police Officer recruitment is open continuously.

<sup>2</sup> Examination scored by third-party contractor.

**Miami-Dade Police Department (Promotional)**

Position	Days for Advertisement of Vacancy	Written Exam	Qualified List to Assessment Center	Schedule Applicant for Assessment	MDPD Assessment Testing	Assessor Evaluation	Assessment Result to ERD	Eligible List Certified by ERD	Total Average of Department Recruitment Process
Promotional	90	1	14	21	5	17	21	14	183

**Attachment # 1:  
Recruitment Process Report  
Competitive Examination Recruitments**  
(Average Calendar Days)

**Miami-Dade Transit Department (Promotional)**

Position	Days for Advertisement of Vacancy	Written Test	Selection of Candidates for Interview	Interview	Selection Memo	Total Average of Department Recruitment Process
Promotional	15	1	15	1	18	50

**Miami-Dade Transit Department (Pre-Training Test) <sup>2</sup>**

Position	Days for Advertisement of Vacancy	Ready List Preparation	MDT Seniority List preparation	Applicant Study Time	Written Test	MDT Seniority Revision	Offer Made to Training	Training at MDT	Total Average of Department Recruitment Process
13(c) Positions <sup>1</sup>	15	1	38	28	1	5	10	163	261

**Miami-Dade Transit Department (Post-Training Test) <sup>2</sup>**

Position	Job Analysis Questionnaire	Training Content Validation	Days for Advertisement of Vacancy	MDT Seniority List Preparation	Training	Written Test	MDT Seniority Revision	Total Average of Department Recruitment Process
13(c) Positions <sup>1</sup>	21	3	15	38	163	1	5	246

<sup>1</sup> Please refer to page 5 on the attached memorandum "Request for Information on Miami-Dade County's Recruitment Process".

<sup>2</sup> Candidates will either go through the pre-training or the post-training recruitment process, depending on the position's requirement.

The Train Operators have a combined pre-training and post-training recruitment process; in which case the sum of both phases yields 507 days for the entire process.

# Contractual Personnel

**Attachment # 2:  
Contractual Personnel Hired During  
Fiscal Year 2002 - 2003**

Department	Number of Contractual Personnel Hired During FY 2002 - 2003	Contractual Personnel Hired as County Employees
Art in Public Places	-	-
Audit & Management Services	-	-
Building Code Compliance	10	4
Building Department	43	11
Capital Improvements	-	-
Clerk, Circuit and County Courts	9	-
Communications	-	-
Community Action Agency	249	43
Consumer Services	1	-
Corrections & Rehabilitation	6	-
County Manager's Office	-	-
Cultural Affairs Council	-	-
Department of Business Development	5	2
Department of Env Resource Management	22	15
Department of Planning & Zoning	4	1
Department of Procurement Management	18	3
Elections	-	-
Employee Relations Department	5	-
Enterprise Technology Services Department	45	12
Finance	10	5
General Services Administration	44	4
Homeless Trust	-	-
Housing Finance Authority	-	-
Human Services	50	1
Independent Review Panel	1	-
Library	5	1

**Attachment # 2:  
Contractual Personnel Hired During  
Fiscal Year 2002 - 2003**

Department	Number of Contractual Personnel Hired During FY 2002 - 2003	Contractual Personnel Hired as County Employees
Medical Examiner	5	2
Metro-Miami Action Plan	--	--
Miami-Dade Aviation Department	35	3
Miami-Dade Fire Rescue	33	22
Miami-Dade Housing Agency	34	--
Miami-Dade Police Department	33	1
Miami-Dade Seaport Department	15	4
Miami-Dade Transit	31	4
MPO Secretariat	--	--
Office of Community & Economic Development	10	2
Office of Community Relations	1	--
Office of Fair Employment Practices	--	--
Office of Safe Neighborhood Park	--	--
Office of Strategic Business Management	1	--
Office of Water Management	--	--
Park & Recreation	18	2
Performing Arts Center	--	--
Property Appraisal	5	--
Public Works	26	6
South FL Employment & Training Consortium	6	--
Solid Waste Management	284	70
Team Metro	18	5
Vizcaya Museum & Gardens	--	--
Water & Sewer Department	78	10
<b>TOTAL</b>	<b>1160</b>	<b>233</b>

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