

# Memorandum

MIAMI-DADE  
COUNTY

Date: January 18, 2008

January 22, 2008

Agenda Item No. 2(B)2

To: Honorable Chairman Bruno A. Barreiro and Members,  
Board of County Commissioners

From:   
Carlos Alvarez, Mayor  
Miami-Dade County

Subject: Mayoral Appointment - Human Resources Department Director

CLERK - CIRCUIT & COUNTY COURTS  
DADE COUNTY, FLA.  
#1  
JAN 18 PM 1:55  
THE BOARD

Pursuant to the authority vested in me under the provisions of Section 2.02 C and D of the Miami-Dade County Home Rule Charter, I hereby appoint Ms. Angela Maher to the position of Director, Human Resources Department, effective February 4, 2008.

Given the critical importance of this position, a national search was conducted that yielded more than 200 applicants of which, 40 were deemed qualified for the position. The screening committee interviewed five candidates and referred three finalists for consideration. The County Manager and I interviewed the finalists and selected Ms. Maher, an experienced and innovative human resources professional, to lead the department.

Ms. Maher has held progressively senior human relations leadership positions in several large corporations including General Electric Company, General Telephone and Electronics (GTE) (now Verizon Wireless), Microsoft Corporation, University of Washington and most recently, TTM Technologies, Inc. At TTM Technologies, a Fortune "top 100 growth" company, Ms. Maher served as Regional Human Resources Director in support of human resources operations located in several facilities worldwide. Ms. Maher brings a wealth of experience and a strong background in human resources and personnel processes, a solid grasp of Human Resources issues and trends, and a track record of implementing progressive human resources reforms. Added to these skills, Ms. Maher has several years of experience working in union and non-union multicultural environments including educational, healthcare, industrial law enforcement and service organizations.

Ms. Maher holds a Bachelor of Science degree in Sociology and Psychology from Virginia Tech, Blacksburg, Virginia. She also holds a Master of Arts in Human Resources and Industrial Relations from the University of Illinois and is certified Senior Professional in Human Resources. I have attached her resume for your review.

As Ms. Maher begins her tenure with Miami-Dade County, she is being charged with addressing very significant cross cutting human resources priorities and with implementing modern and progressive practices to meet current and future recruitment, employee development and retention challenges.

I would like to thank the members of the screening committee which included three members of the County Manager's staff, the Directors of the Office of Fair Employment Practices, Solid Waste Management and the Cultural Affairs Department, for their diligence throughout the

**Mayoral Appointment - Human Resources Department Director**  
**Page 2**

selection process. I also wish to thank Special Assistant Howard Piper for serving in a dual capacity as Special Assistant and Interim Human Resources Director while we conducted this national recruitment.

Please join me in congratulating Ms. Maher on her appointment and to welcome her to the Miami-Dade County family.

(Attachments)

- c: Honorable Bennett Brummer, Public Defender
- Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
- Honorable Kathy Fernandez-Rundle, State Attorney
- Honorable Harvey, Ruvín, Clerk, Circuit and County Courts
- Marvin O'Quinn, President Public Health Trust
- Robert Cuevas, County Attorney
- George M. Burgess, County Manager
- Denis Morales, Chief of Staff, Mayor's Office
- Assistant County Managers
- Department Directors
- Charles Anderson, Commission Auditor

**PROFILE**

Results-oriented professional with proven leadership in HR and Operations to achieve success by developing world-class HR programs to complement business strategy.

Master's degree from top HR/LIR program and SPHR certified with extraordinary strengths in:

- Strategic Partnership with C-Level Executives
- Process Improvement and Benchmarking
- M&A / International HR Leadership
- Talent Management

**EXPERIENCE**

**TTM Technologies, 2006 -Present**

***Regional Director, Human Resources***

HR leader responsible for HR operations and staff of several manufacturing facilities in North America and China. Selected accomplishments:

- Led M&A initiatives and ensured successful integration of \$500M domestic and international acquisition-partnered with CEO and executives to consolidate operations and reallocate staff, including facility closure
- Restructured compensation and total rewards for Chinese facility, resulting in \$2M savings, reduced turnover and overtime
- Realized increased revenue and reduced costs totaling over \$1M through reduced turnover, increased employee engagement and enhanced productivity management/accountability
- Responsible for planning, development and implementation of Kronos HR Information System in four-month timeframe- \$1.5M annual estimated savings in labor efficiencies, data processing costs
- Highly involved in strategic operations decisions affecting US, Asia/Pacific and EU- partner with CEO, COO, Board of Directors and other executives

**University of Washington, 2003-2006**

***Director, Human Resources***

HR leader responsible for Employee and Labor Relations, Organization Development and Talent Management for 8,000 employee \$1B academic and research unit. Reporting to the VP of HR, set strategy aligned with business objectives and directed work of team to achieve goals and objectives. Accomplishments include:

- Provided leadership to staff of 12 HR professionals; managed \$1.4M budget
- Promoted from Labor Relations Specialist (2003-2005) to lead turnaround of HR organization to increase staff productivity, efficiency and improve client relationships and support
- Developed strategic partnerships with executives, provided leadership and ensured efficient service delivery from all HR service departments to support business initiatives, including development of international HR support to support global research partnership efforts
- Provided leadership in contract negotiations and consulted executives on labor developments, policies and regulations, dispute management and corrective actions for approximately 15,000 University employees, including two hospitals
- Successfully established collaborative relationships with highly confrontational labor unions

**Microsoft Corporation, 1999 – 2003**

***Sr. HR Generalist***

HR leader responsible for workforce planning and driving organization development; managed cross-department staff including HR Generalists, Recruiters, Legal, Procurement and Finance.

- Consulted C-Level executives and presented detailed business case of need to change current workforce composition worldwide; drove organizational change across 3 divisions totaling 10,000+ employees and \$12.7B in revenue; performed strategic international due diligence for M&A in US, EU & Middle East
- Directed creation and staffing of 1200 full-time positions, while maximizing cost efficiency, intellectual property, and people assets; outsourced operations functions totaling more than \$1B in revenue

### ***Account Manager***

Led strategic support services for Microsoft's consumer Internet offerings.

- Outsourced customer support business and managed transitions between vendors- defined support requirements, designed and documented processes, budgeted, forecasted, developed hiring profiles & staffing plans, negotiated contracts, developed metrics reporting and training
- Led strategic business vision in partnership with call centers to ensure high quality, cost effective customer service delivery by driving performance in QA, service metrics, escalations, process improvement, and training
- Managed several domestic and international remote customer care vendors (400+ staff in US, Canada, India, and the Philippines) providing support services in Customer Service, Technical Support, Sales and Escalations totaling more than \$20M annually

### **GTE (now Verizon), 1996 – 1999**

#### ***HR Manager***

HRLDP graduate; provided strategic HR/LR, OD, compensation and talent management guidance to executives, managers, and employees (exempt, nonexempt and bargaining unit)

- Designed and implemented Leadership Development and Succession Planning for IT organization
- Chaired labor negotiations for 5000 employee bargaining unit
- HR leader for 1200 employee customer service call center
- Designed and implemented mentoring and job sharing programs, online training programs & website
- HR leader for acquired Canadian subsidiary- performed due diligence and sole continuing HR support

### **Related Experience, 1991-1996**

#### ***General Electric, HR Generalist (GE Motors)***

Responsible for employee relations & labor relations; best practice policy design and development  
Conducted team effectiveness process improvement and focus groups with teams from the US, Canada and Mexico

#### ***NASA, Contract Management / Training & Development***

Procurement contract negotiation (domestic & international), assessed training cost effectiveness, program redesign

## **EDUCATION**

**Master of Arts, Human Resources and Industrial Relations, University of Illinois**

GPA: 5.0/5.0

**Bachelor of Science, Sociology and Psychology, Cum Laude with Honors, Virginia Tech**

GPA: 3.6/4.0

## **ADDITIONAL SKILLS**

**Operations Experience-** Three years' leadership in operations at Microsoft; Lean Manufacturing training

**Technical Skills-** Networking fundamentals, IT security, technical writing, 50+ engineering college credits

**Software-** Highly proficient in MS Office, database products and HR information systems (Kronos, SAP, Peopletrak, custom systems)

#### **Professional Development, Certifications and Awards**

- Received University of Washington Leadership Award, 2006
- Languages: Spanish, French (limited fluency)
- SPHR (Senior Professional in Human Resources) Certification

*A*

# Memorandum



**Date:** January 18, 2008

**To:** Angela Maher, Director  
Human Resources Department

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

**Subject:** Charge Memorandum and 2008 Priorities – Human Resources Department

---

Welcome to Miami-Dade County! As you begin your tenure as the Director of the Human Resources Department, it is critically important that you immediately begin to aggressively implement strategies to attract, develop and retain quality talent to support the County's strategic initiatives. Since 2003, as a result of initiatives driven by my office, we have made progress in employee development and increasing leadership competencies and executive level accountability. We must continue to build on these successes by strengthening our human resources and personnel functions, providing much needed support to operating departments and implementing progressive and cross-cutting human resources strategies.

As we discussed, Miami-Dade County is a large, complex and diverse organization with more than 32,000 employees and a wide variety of workplace rules. Not unlike other government agencies, it has become and continues to be increasingly challenging to attract and retain the talent necessary to provide County services as the workforce ages and a large percentage of long tenured employees prepare to exit the workplace. Consequently, the County's human resources function must become a strategic partner to client departments, implement strategies for change, and develop an attractive workplace for the future. With these realities in mind, I have established the following priorities that you must address over the next 12 months.

- Implement aggressive internal and external recruitment strategies to find, attract and retain quality talent to fill key positions countywide.
- Immediately complete the expansion and implementation of a comprehensive Human Capital Development Program. It is imperative that this multi-faceted program include succession planning and strong internship, apprenticeship and mentoring programs to identify, groom and nurture future County administrators.
- Complete the Phase 2 implementation to the Enterprise Resource Planning (ERP) recruitment application to improve user-friendliness, program priority enhancements requested by user departments and minimize user errors.
- Build on current efforts to roll out comprehensive and countywide leadership development programs. This is envisioned to be a series of leadership development workshops to improve the leadership and strategic thinking competencies at all levels of management and to improve overall management performance.
- Continue to improve the level and quality of our training efforts and most importantly, revamp the New Employee Orientation program.
- Review, consolidate and modernize personnel rules and performance evaluation processes to be consistent with modern best practices.

- Develop strong performance metrics to assess the effectiveness of the County's Human Resources programs and the extent to which the County is performing to expectations. These metrics should effectively take the pulse of the organization to help determine future strategies and should include (but is not limited to) absenteeism, overtime utilization, pay supplements, appeals, employee performance, learning and growth.
- Complete contract negotiations for successor agreement with the 10 County Bargaining Units.

As you develop these strategies you should also immediately assess readiness of the Human Resources Department, its organization and staff competencies to both address these business priorities and to manage ongoing personnel related tasks (payroll, recruitments, employee appeals and classification requests).

It is my expectation that under your leadership, our human resources function will become a strong strategic partner to County departments to support our workforce while improving performance and accountability. The importance of these priorities demands immediate attention. I expect monthly status updates of our progress on each of the above priorities. Please work closely with Assistant County Managers and the other members of my Management Team on these important cross-cutting issues.

Other longer term goals for the department are as follows:

- Work with Don Fleming, Chief Information Officer to complete future implementation of the ERP Recruitment application, roll-out automated time collection countywide, and implement other employee self-service applications to improve efficiencies.
- Work with Howard Piper, Special Assistant for Management and Performance, to ensure improved management and oversight of the Tuition Reimbursement Program.
- Work with the Government Information Center to develop an internal communications plan for County employees for improved communications at all levels of the organization.
- Support and expand process reforms utilizing ERP and Shared Services technologies.
- Expand the use of a job-specific, measurable evaluation tool throughout the organization to hold County employees accountable for their work performance.
- Assess the effectiveness of improvements made in appraising County executives and implement enhancements to refine goal-setting and performance evaluations.
- Review our current employee rewards programs and develop an integrated system with appropriate incentives for rewarding excellence.
- Address potential future compensation challenges and implement progressive solutions
- Review and consolidate job descriptions and classifications.

Congratulations on your appointment and on behalf of Mayor Carlos Alvarez, and the Senior Management Team, welcome to the County family. We look forward to working with you.

c: Honorable Carlos Alvarez, Mayor  
Denis Morales, Chief of Staff, Office of the Mayor  
Assistant County Managers  
Howard Piper, Interim Director, Human Resources Department  
Jennifer Glazer-Moon, Director, Office of Strategic Business Management  
Wendi Norris, Director, General Services Administration  
Don Fleming, Director, Enterprise Technology Services Department