



January 20, 2011
Agenda Item No. 2B1

MEMORANDUM
OFFICE OF THE MAYOR

DATE: January 3, 2011

TO: Honorable Joe A. Martinez, Chairman
and Members, Board of County Commissioners

FROM: 
Honorable Carlos Alvarez
Mayor

SUBJECT: Human Resources Department

CLERK OF THE BOARD
2011 JAN -4 AM 10:01
CLERK, CIRCUIT & COUNTY CLERK
DADE COUNTY, FLA.
#1

Our Director of Human Resources, Angela Maher, has resigned from County service effective January 7, 2011, in order to move closer to her family in South Carolina. I am pleased that her professional opportunities will allow her to spend more time with loved ones – we wish her the best.

Pursuant to the authority vested in me under provisions of Sections 2.02C and D of the Miami-Dade Home Rule Charter, I hereby appoint Mary Lou Rizzo to fill the position of Human Resources Director. Ms. Rizzo is a career employee of Miami-Dade County and has a laudable record as Human Resources Director of Recruitment, Compensation and Testing, reporting directly to Ms. Maher these last three years.

Because of the heavy ongoing workload facing Human Resources – including the continuing downsizing of our workforce, the changes to compensation contained in our current collective-bargaining agreements and the pending negotiations for new three-year labor contracts – this is a time that demands stability within the department and the expertise of a professional with unmatched knowledge of our processes, systems and challenges. Ms. Rizzo has proven herself as a leader in Human Resources these last few years and has this administration's full faith and confidence. We should all take pride that one of our own has grown through the ranks to reach this leadership position.

I have attached Ms. Rizzo's resume and the County Manager's charge memo. As dictated by the charter, her appointment will be presented to the Board of County Commissioners at the next regular meeting, scheduled for January 20, 2011. Please join me in congratulating her.

If you have any questions, please contact County Manager George M. Burgess at 305-375-1880.

Attachments

- c: Honorable Harvey Ruvin, Clerk of the Courts
- George M. Burgess, County Manager
- Robert A. Cuevas, Jr., County Attorney
- County Executive Office Senior Staff
- Department Directors

Memorandum



Date: January 3, 2011

To: Mary Lou Rizzo
Human Resources Department

From: George M. Burgess
County Manager

Subject: Appointment to the Position of Human Resources Director

I am pleased that you have accepted the challenge of leading Human Resources Department. I have every confidence that your commitment and professionalism will ensure a smooth transition of the operations. As you are aware, from leadership discussions with the Human Resources Department over the past several years, in addition to managing the day-to-day departmental operations, several strategic initiative and employee development efforts must continue. The difficult economy poses unique business challenges to our workforce as resources become more scarce. This requires the workforce through its leaders to focus on results, think strategically and continuously grow and adapt to changing situations. Therefore, as you assume the duties of department director, I am also charging you with continuing the implementation of the following:

Leadership Development

Continue training and development of the County's mid-managers and supervisors. Through a series of workshops and other methods, provide leadership exposure, staff development and competency building for these tiers of County leadership. Training and development should assist in positioning mid-managers and supervisors to lead in both good and challenging times.

You are being charged with continuing to deliver and improve the comprehensive leadership education and development programs for mid-managers and supervisors. The programs focus on the 16 leadership competencies to foster understanding of the results-oriented government philosophy, the importance of performance measures, environmental scanning, and the County's vision of "Delivering Excellence Every Day". The mid-manager workshops should be completed this year, and you should maximize attendance to ensure that all mid-managers receive training.

In addition, you are to continue training and development of all employees, and continuously improve the quality, delivery and relevance of training Countywide, taking into consideration fiscal challenges and staff reductions.

Labor Negotiations

Owing to the challenging budget issues for FY 2010-11 and beyond, it is imperative that the County conducts meaningful, timely and effective negotiations with its unions. I want you to work directly with and guide labor relations activities, working closely with my office and the County Attorney as we prepare for and conduct this round of collective bargaining.

Modern and Effective Solutions to HR Issues

An organization of the age and size of Miami-Dade County requires modern, effective and proactive HR rules, rules that are not driven solely by economic necessity but that support a modern workforce, anticipate future changes, provide operational flexibility and simplify pay and benefits structures.

As the HR Director, you are to begin developing both short and long term recommendations to:

- Address countywide HR issues and respond to client departmental needs,
- Begin to implement practices regarding workplace rules, including improvement of performance evaluation processes to streamline HR processes, and
- Develop improved programs for more effective development of departmental personnel representatives and effective communications with department directors.

Pipeline and Layoff Administration

Economic conditions have forced the County to make difficult decisions about its workforce and the level services we provide to residents. As the HR Director, you are to provide resources and work closely with employees and departments during the layoff administration process to ensure a successful transition for both employees and departments. You should assume a leadership role and delegate the coordination of the remaining tasks associated personnel placement resulting from the FY 2010-11 budget, and ensure a smooth and rapid transition and placement of employees through the pipeline process.

Realization of Process Efficiencies and Development of Workforce Metrics

While the resources are not available to further implement enterprise resource planning (ERP), there is much that you can do as the HR Director to simplify and streamline administrative processes through information technology and/or process redesign, while laying a logical foundation for future ERP implementation. In addition, you must begin to develop basic workforce metrics and meaningful reports that identify patterns and trends that impact County costs and departmental productivity, such as turnover, overtime and absenteeism.

I look forward to your continued efforts to address our human resources issues and to prepare our workforce for the future. If you have questions, please contact Howard Piper, Special Assistant to the County Manager, or me directly.

c: Honorable Carlos Alvarez, Mayor
Howard Piper, Special Assistant to the County Manager

MARY LOU RIZZO
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Email: rizzo.marylou@gmail.com

ACCOMPLISHMENTS

- . Managed the design and implementation of an online recruitment management system; revised business processes; eliminated Employment Customer Service facility; reduced the recruitment timeframe by 50%; and reallocated HR resources to more strategic roles. Directed change management activities.
- . Designed and implemented award winning paperless national criminal history background check process.
- . Directed three major workforce reduction projects in compliance with collective bargaining and civil service requirements. Developed approach for employee transition from the workplace.
- . Conducted numerous executive search activities and reduced reliance on external search firms resulting in significant cost savings.
- . Directed the development of internship, apprenticeship and succession planning programs to position Miami-Dade County as the employer of choice in South Florida.

EMPLOYMENT

MIAMI-DADE COUNTY

Director, Recruitment, Compensation and Testing Division Human Resources Department

1997-Present

- . Evaluates human resources best practices and determines application to County business requirements and future workforce planning.
- . Directs, through a staff of 50+ professionals and technicians, the examination, recruitment and compensation activities for a workforce of 32,000 and ensures adherence to legal and collective bargaining requirements.
- . Determines initiatives and measurements to support HR's strategic mission; develops \$3.5 million dollar budget and supporting business plan.
- . Participates in the creation and analysis of new collective bargaining provisions.
- . Directs highly sensitive recruitment activities to ensure fair and equitable access to all applicants.
- . Advises senior management regarding all aspects of personnel policy to ensure compliance with all procedural and legal requirements; develops creative solutions to complex personnel issues.
- . Directs the operation of the Employee New Hire Center to ensure security of personal information and compliance with employment eligibility requirements.
- . Administered flexible benefit, deferred compensation, and retirement programs.

Manager, Compensation and Special Projects Employee Relations Department

1990-1997

- . Administered the County's compensation system which encompasses over 2,000 job classifications; developed minimum qualification standards.
- . Consulted with departments on organizational structure, job design and compensation strategies to develop business solutions to personnel problems.
- . Managed the development of the County Pay Plan; supervised market surveys.
- . Interpreted non-bargaining and collective bargaining pay provisions.

**Assistant to the Director, Personnel Services Division
Employee Relations Department**

1989-1990

- Assisted in Division administration including budget, procurement and facility management.
- Recommended business process changes to improve productivity and efficiency.

**Personnel Specialist 3
Miami-Dade Transit Department**

1989-1989

- Managed the employee discipline process.
- Supervised Affirmative Action/EEO function, payroll, worker's compensation and benefit administration.

**Compensation Specialist
Employee Relations Department**

1987-1989

- Conducted individual and countywide job evaluation, organizational and compensation studies; performed market compensation surveys.
- Developed qualification standards and wrote job specifications.

EDUCATION

Master of Business Administration
University of Miami, Coral Gables, Florida

Bachelor of Arts, Political Science
Fordham University, Bronx, New York

TRAINING AND DEVELOPMENT

- 2008 Leadership and Managing Diversity, Leadership Institute, University of Miami
- 2006 Harvard University Executive Leadership Training, Driving Government Performance
- 2006 PeopleSoft Human Resources and Recruiting Solutions