Memorandum

MIAMI-DADE COUNTY

Date: October 2, 2013

To: Honorable Chairwoman Rebeca Sosa
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Mayoral Appointment
Director – Human Resources (Revised to Provide for Corrected Section of Charter)

Pursuant to the authority vested in me under the provisions of Section 2-02-C of the Miami-Dade County Home Rule Charter, effective immediately I hereby appoint Ms. Arleene Cuellar to the position of Director of Human Resources. As Director of Human Resources, Ms. Cuellar will administer the personnel and civil service programs and the rules governing them per Section 5.05-B of the Home Rule Charter.

With over 25 years of Human Resources experience, Ms. Cuellar has most recently been acting as the Assistant Director, Internal Services Department responsible for the day-to-day administration of Human Resources, Risk Management and Administrative Business Services areas, all of which have countywide impact to departments and employees. Ms. Cuellar has demonstrated her ability to deliver on goals set forth by the administration.

For the past four years, Ms. Cuellar has participated in various roles in direct support of labor negotiations with all ten of our labor unions. Her participation in the process has been instrumental thanks to her vast knowledge of the County's personnel, payroll and compensation practices. Ms. Cuellar participated in and provided crucial support to the Compensation and Benefits Review Committee which was established by the Board of County Commissioners in December 2009. She was also instrumental in providing further analysis and support to the Ad Hoc Compensation and Benefits Committee chaired by Commissioner Barbara J. Jordan.

Throughout her tenure with Miami-Dade County, Ms. Cuellar has proven her ability to complete critical projects in a timely manner as demonstrated during her role as the Director, Payroll and Information Management Division (PIM). As director of PIM, Ms. Cuellar successfully implemented unprecedented and complex business rule changes that were a direct result of the concessions garnered during the 2008-2011 and 2011-2014 collective bargaining negotiations.

Additionally, Ms. Cuellar has extensive knowledge, experience, and an excellent track record implementing system enhancements dating back to 1995 when the County's current homegrown Personnel Payroll System was successfully implemented. Her experience with system implementations is invaluable as we continue to leverage our investment and transition to a Countywide Enterprise Resource Planning system.

Ms. Cuellar's resume is attached for your review.

Attachment

c: Honorable Harvey Ruvin, Clerk of the Courts
R. A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Department Directors

ArleeneCuellar, PHR

305-801-2816

arleenec@gmail.com

ACCOMPLISHMENTS

- ✓ Professional in Human Resources (PHR) with more than fifteen (15) years of professional personnel management experience within Miami-Dade County.
- ✓ Was a part of the senior management team that led the County's collective bargaining process since 2009 in identifying and compiling possible cost saving proposals.
- ✓ Successfully formulated and managed the strategy to implement unprecedented payroll system changes which resulted from the FY 2011-12 budget and 2008 - 2014 collective bargaining agreements. Concessions resulted in savings of over $238M in FY 2011-12.
- ✓ Hands-on manager with functional and technical experience specialized in all aspects of Miami-Dade County's Legacy Payroll and Human Resources system and Oracle (PeopleSoft) Human Capital Management System.
  - o Successfully led and implemented various technology initiatives such as the current legacy payroll system (1995), Electronic Document Management System (2001), upgrade of legacy system ($7.5M project) (2003), electronic time collection (ePARs) (2007-2012)
- ✓ Well organized with a track record that demonstrates self-motivation, creativity, and initiative to achieve both personal and professional goals.
- ✓ Successful in building and maintaining relationships at all levels of the organization, from senior management to business partners within and outside of the organization.

PROFESSIONAL EXPERIENCE

January 2013 – Current

Acting Assistant Director, Internal Services Department

Responsible for a $37M annual budget and a staff of 271 clerical, technical and professional employees in the Human Resources (including Payroll and Information Management, Recruitment, Testing, Career Development, Compensation and Labor Relations), Risk Management, and Administrative Business Services divisions within the Internal Services Department.

2009 - 2011

Division Director, Payroll and Information Management - Human Resources
Internal Services Department, Miami-Dade County

- Directed, through a staff of 45 professionals and technicians, activities which include the generation of the County's $1.8 billion annual payroll and associated activities which include:
  - o Time and attendance requests, personnel actions, maintenance of table of organization and Miami-Dade County Pay Plan, Tuition Refund Program, Earned Leave Pools and Records Management for an organization of 30,000 employees
- Directed the maintenance, enhancements, and system implementations for all Human Capital Management Systems (legacy and Enterprise Resource Planning (ERP) systems
- Participated in labor negotiations as well as in the creation and analysis of new

collective bargaining provisions (ten bargaining agreements)

- Advised senior management regarding all aspects of personnel policy to ensure compliance with all procedural and legal requirements

1998 - 2009

Assistant Director, Payroll and Information Management Division

Human Resources, Miami-Dade County

Assisted in the day-to-day activities of the Payroll and Information Management Division (PIM). Responsible for the County's $1.9 billion annual payroll. Primary division activities included:

- Processing time and attendance for more than 30,000 County employees in accordance with ten collective bargaining agreements as well as federal and local guidelines using the County's legacy system. Participated in the implementation of the County's electronic time collection system (ePAR). Administration and maintenance of the following: Employee Master file, Table of Organization, Executive Benefits, Tuition Refund Program, Payroll Deductions, Retirement Programs such as the Deferred Retirement Option Program (DROP) and the Departure Incentive Program (DIP), Workers' Compensation and Disability and Bus Operator's Payroll
- Developed, tested, implemented, and maintained various highly specialized HRIS systems including Personnel Payroll System (legacy system), PeopleSoft Time & Labor and Base HR (release 8.9), Electronic Document Management System- FYI and Kofax Mass Scan
- Directed day-to-day activities of 65 subordinate supervisory and technical subordinates engaged in payroll processing and information management activities
- Identified enhancements of division business processes and system functions
- Assisted in preparation of the division's Budget, Business Plan, Performance Measures and Continuation of Operations Plan (COOP)
- Administered security (highest level) for the Personnel Payroll System (Legacy)
- Developed and reviewed performance measures for subordinates
- Developed queries and reports from the Employee Data Warehouse using Cognos Query and Crystal Reports
- Coordinated department essential functions to ensure payroll is processed in the event of emergency
- Conducted functional HR training

1995-1998

Personnel Payroll Systems Administrator

Employee Relations Department, Miami-Dade County

- Participated in the development, testing and successful implementation of the County's Personnel Payroll System- current legacy payroll system (April 1995)
- Served as the liaison between Employee Relations and the Information Technology Department for all system issues
- Conducted one-on-one and group trainings on the Personnel Payroll System
- Administered all security functions of the Personnel Payroll System
- Reviewed all system generated reports and created ad hoc queries as needed to identify system and or data problems
- Maintained all rules and edit tables for the County's highly complex payroll system (over

8,400 rules and edits)

- Participated in the development of TesserAct which was intended to serve as the County's Human Resources Management System

1993-1995

Personnel Payroll Systems Supervisor

Employee Relations Department, Miami-Dade County

- Participated in the development, testing, implementation of the Personnel Payroll System (system was successfully implemented April 1995)
- Served as the liaison between Employee Relations and the Information Technology Department for all system issues
- Conducted one-on-one and group trainings on the Personnel Payroll System
- Administered all security functions of the Personnel Payroll System
- Reviewed all system generated reports and created ad hoc queries as needed to identify system and or data problems

1988-1993

Personnel Payroll Technician

Personnel Department, Miami-Dade County

- Processed payroll transactions for approximately 1,200 employees from various departments within Miami-Dade County
- Responsible for manual calculations of night differential, out of class, leave conversions, retroactive adjustments as per ten (10) different collective bargaining agreements
- Recipient of Employee of the Month Award on four occasions (award based on highest accuracy of payroll processing)

EDUCATION

Bachelor in Science: Elementary Education (1992): **Nova Southeastern University**

Sixty-six undergraduate credit hours completed in Business Administration: (MDCC, FIU)

Graduate level coursework: Nova Southeastern University

CERTIFICATION

Professional in Human Resources (PHR): HR Certification Institute 2004-current

TRAINING

- **PeopleSoft** Introduction to HRMS, Recruitment Solutions, Position Management, HR, Crystal Basic, Advanced Crystal, Security, Query Basic, PeopleSoft 9.1 Overview: Absence Management, Time & Labor, Payroll for North America
- Project Management, MDC Supervisor Certification
- Winning Leaders and Managers Competencies Training: The Johnson A. Edosomwan Leadership Institute-**University of Miami**

TECHNICAL SKILLS

Skilled with Windows 98, XP, MS Office (Word, PowerPoint, Excel, Outlook, Project), Visio, MAC OS X, Cognos Query, Crystal Reports, Electronic Document Management System (EDMS), PeopleSoft Time and Labor, Base HR, and e-Recruit modules