

Memorandum



Date: August 14, 2024

To: Honorable Chairman Oliver G. Gilbert, III
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor

Subject: Mayoral Appointment – Interim Director of the Human Resources Department

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Miami-Dade County, Florida
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03:29 pm, 08/21/2024

CLERK OF THE BOARD

A handwritten signature in blue ink that reads "Daniella Levine Cava".

Pursuant to the authority vested in me under Section 2.02(C) of the Miami-Dade County Home Rule Charter, I hereby re-appoint Melanie McLean to the position of Interim Director of the Human Resources Department, effective immediately. This appointment shall serve to provide continuity while our ongoing recruitment for a permanent director is conducted, but shall not exceed an additional six months. By way of updating the Board on the recruitment process for this important position, a formal offer was made, and the selected candidate unfortunately withdrew at the last moment. We are resuming our efforts accordingly, and a permanent appointment will be presented at a future Board of County Commissioners Meeting, in accordance with the Rules of Procedure.

In the meantime, we are pleased that Interim Director McLean has graciously agreed to continue serving. Interim Director McLean is seasoned human resources leader who has served as Interim Director of the Human Resources Department since August 30, 2023. Prior to that appointment, she served as Human Resources Deputy Director. She has more than 20 years of executive experience, including serving as Human Resources Assistant Director and Human Resources Director for the City of Miramar prior to re-joining Miami-Dade County as Deputy Director in 2021. She received her Master of Business Administration degree from Florida International University and her Bachelor of Science in Chemistry from the University of Florida. Her resume is attached for your reference. I am confident in Interim Director McLean's leadership and ability to continue guiding the department forward during this transitional period.

Please join me in thanking Melanie for her continued service in this interim role.

Attachment

c: Geri Bonzon-Keenan, County Attorney
Gerald Sanchez, First Assistant County Attorney
Jess McCarty, Executive Assistant County Attorney
Office of the Mayor Senior Staff
Department Directors
Yinka Majekodunmi, Commission Auditor
Theresa Therilus, Interim Chief, Office of Policy and Budgetary Affairs
Basia Pruna, Director, Clerk of the Board
Eugene Love, Agenda Coordinator

MELANIE MCLEAN

PERSONAL PROFILE

- Results-oriented, strategic professional of unquestionable integrity and ethics, with over 27 years of progressively responsible leadership and managerial experience, of which over 22 years have been focused on Human Resources (HR) Management in complex, diverse organizations with 85-90% union representation.
- Demonstrated ability to communicate clearly, concisely and persuasively, and establish and maintain effective working relationships with elected officials, the public and all organizational levels to provide guidance and ensure compliance with applicable labor and employment laws and regulations.
- Proven ability to strategically improve operational efficiency and productivity.

EDUCATION, CERTIFICATIONS AND TRAINING

- **Master of Business Administration**, Florida International University, Miami, Florida
- **Bachelor of Science**, Chemistry, University of Florida, Gainesville, Florida
- **Professional in Human Resources (PHR)**
- Strategic Workforce Planning- Human Capital Institute (HCI)
- Florida Public Pension Trustees Association (FPPTA) Trustee School

EXPERIENCE OVERVIEW

- Successfully implemented long-term benefits strategy to contain rising health care costs despite high loss ratios, which included implementing an employee on-site health and wellness center and Health Savings Accounts (HSA).
- Collaborated with local university and consultant to conduct training needs assessment and subsequently developed and delivered mandatory supervisory training program.
- Adept at using business intelligence tools to prepare and analyze management reports for strategic management planning.
- Collaborated with IT to successfully implement HR related business process improvements such as Enterprise Resources Planning (ERP) Human Capital Management system, electronic filing of personnel and medical documents and the transition of employees from paper to electronic timesheets.
- Effectively communicated with organization's field HR personnel to enhance understanding of labor and employment laws such as FLSA, FMLA, ADA, USERRA as well as the County's HR policies and procedures.
- Evaluated management systems and technological advances to ensure they met operational needs and complied with applicable Federal, State and local laws and County policies and procedures.

EMPLOYMENT HISTORY

MIAMI-DADE COUNTY HUMAN RESOURCES DEPARTMENT

*Interim HR Director (9/2023 – Current)
Deputy HR Director (6/2021- 9/2023)*

- Provide strategic leadership and direction for a team of HR professionals encompassing recruitment, benefits, fair employment, labor relations, career development and payroll. Notable accomplishments as Interim HR Director:
 - Successfully expanded the County's Internship Program providing paid job opportunities for college students.
 - Planned launch of the Frontline Supervisory Training Program to emphasize roles and responsibilities and provide guidance on addressing common workplace and employee challenges impacting the workforce.
 - Introduced utilization of innovative training animation tool to improve employee communication and engagement.
- Policy formulation and implementation:
 - Developed mandatory COVID-19 testing policy and worked collaboratively with the Information Technology Department (ITD) to develop an application for tracking employee testing and compliance.
 - Implemented the First-Time Homebuyer and Emergency Housing Assistance Programs, which since its inception, has assisted over 400 employees.
 - Developed the Telecommuting Policy to provide guidance on alternative work arrangements.
- Member of the leadership team which launched the ERP's Human Capital Management modules, introducing business process efficiencies such as Employee Self-Services. In support of change management, developed and delivered Continuous Improvement training sessions to departmental HR liaisons.
- Served as departmental legislative liaison ensuring that department's agenda items adhered to protocols and deadlines.

CITY OF MIRAMAR – HUMAN RESOURCES DEPARTMENT

*Assistant HR Director (7/2014 to 6/2016; 6/2018-6/2021
HR Director (6/2016- 6/2018)*

- Developed benefits roadmap for successful transition from fully to self-funded medical plan, implementation of HSA health plan and opening of an on-site employee health and wellness center with first year projected savings of \$1.2 million.
- Spearheaded the COVID-19 testing and vaccination communication and education campaign for employees as well as formulated the policy.
- Led the development and implementation of City-wide customer service, performance management and supervisory training programs- essential components of the City's re-launch of leadership and employee development programs.
- Led successful negotiation of annual health insurance renewals with minor plan design changes and modest rate increase despite 98% loss ratio.
- Lead negotiator for three successor collective bargaining agreements.
- Integral member of leadership team responsible for City-wide strategic workforce planning.
- Implemented technological initiatives such as Munis Employee Self-Services and on-line HR service requests, which improved operational efficiencies by 20%.
- Developed and implemented HR's intranet site using Sharepoint.
- Branded and launched new wellness program which increased employee engagement and participation by 30%.
- Integral member of the executive team responsible for successfully negotiating three collective bargaining agreements.

MIAMI-DADE COUNTY – HUMAN RESOURCES DEPARTMENT

HR Division Director (1/2013 to 7/2014)

- Provided leadership and direction for the day-to-day activities of staff of 45 professionals and technicians processing HR transactions and payroll activities for County's \$2 billion annual payroll (28,000 employees). Required close coordination with ITD staff to develop, test and implement system modifications to enhance efficiency, comply with changes in Federal, State or local laws, and ten bargaining unit agreements covering 90% of workforce.
- Directed staff in the maintenance, enhancements and system implementations for Human Resources Systems including the legacy and ERP systems. Involved with business process and fit-gap analyses, user acceptance testing (UAT), and development and delivery of training. Collaborated on the conversion from paper to electronic timesheets.
- Directly managed staff responsible for the maintenance of personnel and medical records and the coordination of scheduling and reporting pre-employment, random and Department of Transportation (DOT) post-accident medical tests as well as public records requests.
- Senior management team member providing support to Board of County Commissioner's Compensation and Benefits Review, and Healthcare and Labor Management Committees.
- Prepared and monitored division's operating budget and performance measures.
- Advised departments and senior management regarding personnel and payroll policies to ensure compliance with procedural and legal requirements.

MIAMI-DADE COUNTY – HUMAN RESOURCES DEPARTMENT

HR Assistant Division Director (8/2011-1/2013)

- Managed projects directly related to the enhancement of departmental and divisional operations and/or efficiency and automation of existing business processes. Successfully managed functional team involved in the implementation of PeopleSoft's Time and Labor, Talent Acquisition Management and Training modules and bundles upgrades.
- Member of management team supporting the labor negotiation process by Identifying and compiling information on the potential savings associated with changes in workplace rules. Utilized available business intelligence tools to analyze trends and prepare savings projections.
- Assisted in the management, development, testing, and implementation of leading technologies such as data warehousing and Electronic Document Management Systems (EDMS) - includes scanning, on-line forms and electronic workflow.
- Developed and delivered training to HR staff and Departmental Personnel Representatives.
- Assisted in the preparation of the Division's budget, business plan and Continuity of Operations Plan (COOP).

MIAMI-DADE COUNTY – HUMAN RESOURCES DEPARTMENT*HR Section Manager (9/2001- 8/2011)*

- Assisted in the management of payroll, time, attendance, position management, tuition reimbursement, executive benefits, and personnel transactions for over 30,000 employees in accordance with ten bargaining unit agreements and Federal, State and local laws.
- Developed, tested, implemented and maintained various highly specialized HR Information Systems such as EDMS and legacy personnel/ payroll system.
- Subject matter expert on USERRA. Administered resolutions concerning supplemental pay for employees called to military active duty-involved investigating and resolving payroll and benefits issues and preparing quarterly reports for the Board.
- Prepared ad-hoc HR reports for senior management, the media and the public.

MIAMI-DADE COUNTY- SOLID WASTE MANAGEMENT*Special Projects Administrator 1 (5/2000–9/2001)*

- Closely monitored performance metrics and prepared statistical reports for the Office of Management and Budget.
- Prepared and monitored detailed budgets for department's largest division.
- Developed workload monitoring reports for operational divisions.

MIAMI-DADE WATER AND SEWER*Chemist 2 (1993 - 2000); Chemist 1 (1987 – 1991)*

- Prepared laboratory's annual capital and operational budget. Planned for and forecast the availability of adequate financial resources for the acquisition of contract laboratory services. Involved diligently researching upcoming environmental regulations and performing cost-benefit analyses to determine cost effectiveness of outsourcing.
- Streamlined and improved the administration of Department's Corrosion Control Program, which resulted in consistent success in meeting federal regulations of the Safe Drinking Water Act (SDWA). Managed and coordinated various EPA rules and regulations integral to meeting the requirements of SDWA.
- Produced and updated laboratory safety manual, Standard Operating Procedures, and Quality Assurance (QA) Plans, which establish performance standards and function as auditing and management tools to preserve data integrity and maintain laboratory certification.
- Analyzed drinking water and performed complex statistical analyses to validate data.
- Effectively responded to customer inquiries and complaints regarding water treatment and quality.
- Created public awareness campaign-conducted plant tours, developed informational material concerning all aspects of water production operations.

MIAMI-DADE COUNTY- SMALL BUSINESS DEVELOPMENT*Minority Business Development Specialist 2 (1991 –1993)*

- Case management and investigation of contracts for Miami-Dade County's Small and Minority Business Programs.
- Managed staff in the review of applications, conducted interviews of eligible firms and performed site visits for Minority Business Programs.
- Detailed review of financial statements and tax records to evaluate financial stability of eligible firms and make recommendations regarding certification for Minority, Women and Small Business Enterprises.
- Performed site visits and interviewed employees to uncover and resolve wage and benefits problems.

SCHERING-PLough CORPORATION, Miami, FL*Research Associate (1984 – 1987)*

- Supervised the utilization and maintenance of various analytical equipment and trained staff in their use.
- QA/ QC and stability testing for transdermal and time release pharmaceutical products.
- Researched and developed line of dermatological products – involved all phases; formulation, product stability testing, quality assurance and production protocol.

PROFESSIONAL MEMBERSHIPS

- Society of Human Resources Management (SHRM)
- HR Association of Broward County (HRABC)