

SHEBOYGAN COUNTY, WISCONSIN

HUMAN RESOURCES DIRECTOR



EXECUTIVE RECRUITMENT



HUMAN RESOURCES DIRECTOR COUNTY OF SHEBOYGAN, WISCONSIN

THE POSITION IN BRIEF

Sheboygan County's Human Resources Director is a key leader within the County's management team, helping manage a comprehensive range of personnel services for a workforce of more than 850 regular full-time and part-time employees. The Director oversees a department of five employees and an operational budget of more than \$800,000 and employee benefits budget of approximately \$18 million. Key areas of responsibility include recruitment and retention, training, employee benefits, compensation and job classification, performance evaluations, policy development, succession planning, budgeting, collective bargaining, and legal compliance and reporting.

THE COMMUNITY

The area's recorded history of European exploration dates back more than 300 years. There are many theories as to how Sheboygan got its name, but the one most likely indicates Sheboygan was a Chippewa word meaning "passage or waterway between the lakes." French explorers Jean Nicolett (1635), Louis Joliet and Jacques Marquette (1643) were considered the first Europeans to experience the shores of Sheboygan. In 1699, Father St. Cosme landed at a Pottawatomie village at the site of the Sheboygan River.

When the European settlers first came, there were probably about 1,000 Native Americans living in the county, composed mainly of Pottawatomies, Chippewas, Ottowas, Winnebagoes and Menominees. Their villages and camps were clustered on the bank or shore of practically every lake or stream, with the largest villages situated along the shore of Lake Michigan. After this territory began to interest the pioneers, treaties were made with the Native Americans

[Sheboygan County](#) was originally established in 1838. Over time, Sheboygan County grew and prospered as immigrants established homes, farms, and businesses. Manufacturing and a strong work ethic remain the backbone of Sheboygan County's economy.

Sheboygan County is located with easy access to Interstate Highway 43 and is strategically located one hour north of Milwaukee and one hour south of Green Bay. At 515 square miles of land area, the County is comprised of 15 towns, 10 villages, and three cities. The County is bordered by Lake Michigan to the east and Kettle Moraine State Forest to the west. The cities, villages, and towns that comprise Sheboygan County offer an enviable and affordable lifestyle amid beautiful settings and outdoor recreation options

The County is served by [General Mitchell International Airport in Milwaukee](#), [Green Bay Austin Straubel International Airport](#), and operates its own municipal facility with international service capabilities, the [Sheboygan County Memorial Airport](#).

A SNAPSHOT OF SHEBOYGAN COUNTY'S DEMOGRAPHICS AND AMENITIES:

Population - **118,034**

Average age of **41.6** years old

White **80%**, Asian **12%**, African American **3%**,
Hispanic Origin or other races **4%**

Median household income - **\$62,188**

Median value of a Sheboygan home - **\$182,600**

Sheboygan area residents have access to several major medical systems located in the area including **Aurora Sheboygan Memorial Medical Center and St. Nicholas Hospital**.

Distinguished institutions of higher learning are within a short drive from the county including the [University of Wisconsin – Milwaukee](#), the [University of Wisconsin – Green Bay](#), including a [campus](#) in nearby Manitowoc as well as the [University of Wisconsin – Green Bay, Sheboygan Campus](#), [Lakeland University](#) and [Concordia University Wisconsin](#).

Technical colleges in the area include [Lakeshore Technical College](#) with a campus serving more than 10,000 students.

The County is host to [Road America](#) and top-rated golf courses bringing an influx of seasonal visitors and residents.

Additional demographic and other Sheboygan-area information can be found:

- [Someplace Better](#)
- See [Visit Sheboygan](#) for exciting overviews.
- [Sheboygan Area Economic Development Corporation](#) which features an [economic profile](#) about the county.

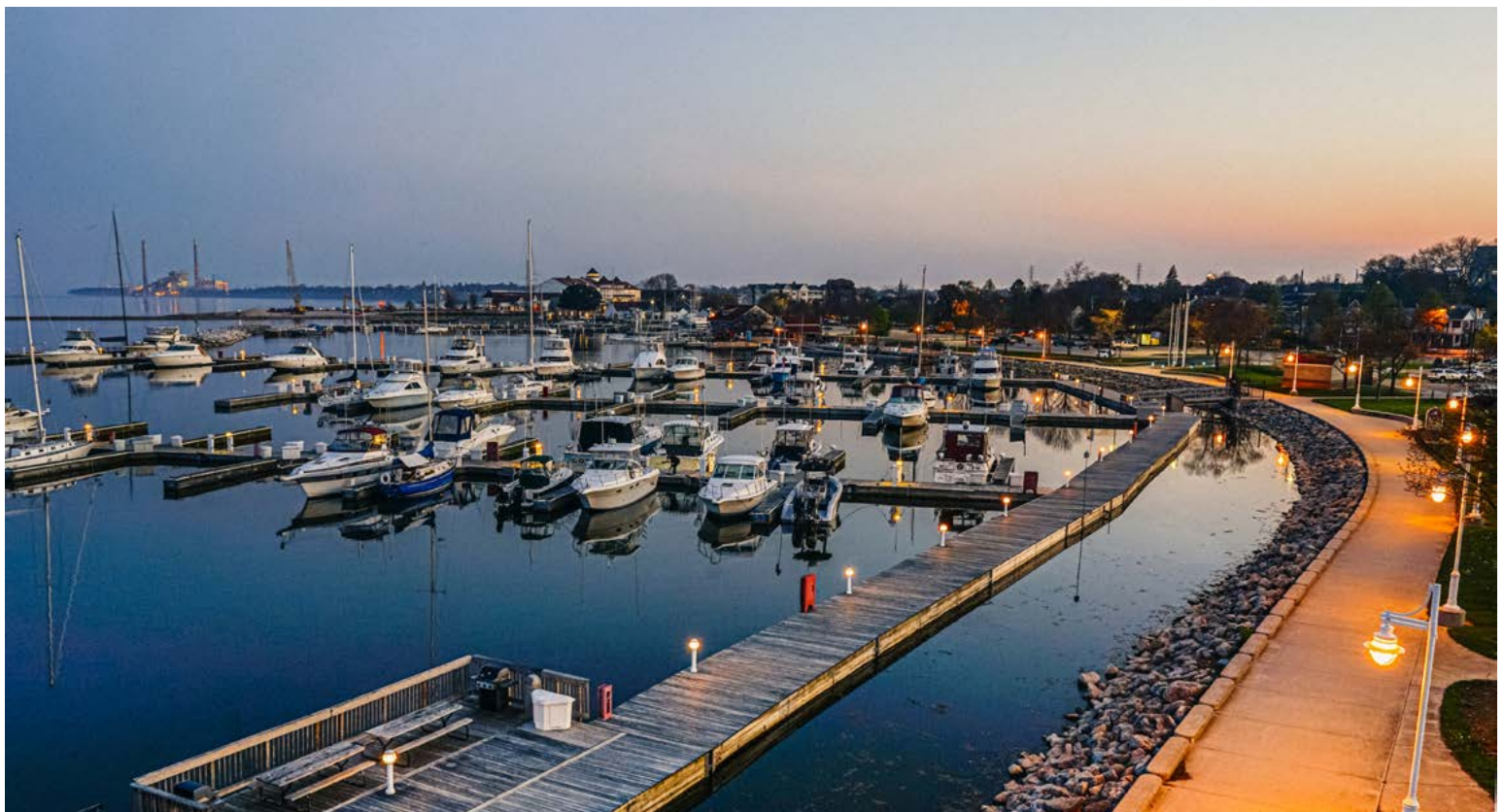


COUNTY GOVERNMENT IN SHEBOYGAN

The Board of Supervisors is the governing body of the county. Twenty-five supervisors each represent one of the 25 districts within the county. Supervisory elections are conducted in the April general election of even-numbered years. Supervisors serve two-year terms. The County Board of Supervisors elects its own Chairperson, Vice-Chairperson and Executive Committee. The Board Chairperson conducts the County Board meetings and is the chief elected official of the county. The County Administrator, as the chief administrative officer, serves as the main point of contact between staff and the County Board. The Human Resources Director reports to the County Administrator.

There are eight standing committees of the County Board. In addition to the Board of Supervisors, there are six independently-elected officials, including a Clerk of Circuit Courts, County Clerk, District Attorney, Register of Deeds, Sheriff, and Treasurer.

Sheboygan County is recognized as a leader in providing responsive and cost-effective local government. The annual budget supports 19 departments, 850 employees, hundreds of contracted service providers and more than 200 programs. The County provides a broad array of services, including maintaining our bridges and roads, administering elections, providing law enforcement, protecting natural resources, issuing various certificates and licenses, operating the state court system, maintaining land records, and offering critically important health and human service programs. The County also operates an airport and long-term care facility and provides the facilities for the UW-Green Bay, Sheboygan campus.





SHEBOYGAN COUNTY'S MISSION, VISION, AND GUIDING PRINCIPLES:

The **mission** of Sheboygan County is to provide courteous, responsive, efficient, and effective services to those we serve.

The **vision** of Sheboygan County is to be recognized as a leader of responsive and cost-effective local government.

The **guiding principles** of Sheboygan County are to:

- Provide leadership.
- Be dedicated to the concept of democratic local government.
- Maintain a constructive, objective, and creative attitude.
- Maintain a deep sense of social responsibility as a trusted public servant.
- Be dedicated to the highest ideals of honor and integrity in all public and personal relationships.
- Recognize that the chief function of local government is to serve the best interest of all citizens.
- Improve the quality and image of public service.
- Encourage regular communication between citizens and county officials.
- Emphasize friendly and courteous service to the public.
- Treat colleagues and staff with respect and courtesy.
- Foster problem-solving and continuous learning in the work environment.
- Train and empower staff to attain high standards of professionalism.
- Actively seek shared services opportunities with local, state, and federal agencies.



THE HUMAN RESOURCES DEPARTMENT AND THE DIRECTOR'S POSITION

In support of the County's Mission, Vision, and Guiding Principles, "the Human Resources team is dedicated to the highest quality of confidential customer service delivered with warmth, friendliness, and individual pride."

The Human Resources Department includes six employees and is responsible for all Human Resource operations including recruitment, selection and hiring, on-boarding, training, employee benefits, compensation and job classification, performance evaluations, policy development, collective bargaining, and legal compliance and reporting.

The Human Resources Director's position is responsible for the overall human resources policies and programs relative to employment, labor relations, compensation, succession planning, training, employee benefits and services, safety and health, affirmative action, including compliance with federal and state laws and regulations.

Along with the County Administrator, the Human Resources Director is liaison to the County's [Human Resources Committee](#), a standing committee of the County Board. The Director is responsible for the department's activities, and among the five other department employees, the Director's direct reports include a Human Resources Manager, two HR Generalists, a Benefits Specialist, and an HR Coordinator. It is important to note that three of the employees in the department are newly hired professionals, two of whom have worked in private sector HR positions, and one new to human resources altogether. All have jumped into their positions with enthusiasm and vigor and look forward to the arrival of a new Director.

Additional information about the Department can be found [here](#).



CHALLENGES AND OPPORTUNITIES

The new Director can expect to work closely with the County Administrator, the County Board's Human Resources Committee, the County's senior management team, and the Department's staff on the following:

New Leadership. The next Human Resources Director will join new leadership for the County. A new County Administrator was hired in February 2023, following the governor's appointment of the 24-year incumbent to serve as the Secretary of the Department of Natural Resources. The new Administrator had previously been the County's Deputy County Administrator and has worked for the County for more than 10 years. In addition, the County brought on-board a new Finance Director in April. All told, and with this HR position in play, County officials are excited to welcome a brand-new management team bringing fresh ideas to the organization.

New ERP Implementation. The County is in the middle of changing its enterprise resource planning (ERP) system, a conversion that started in March 2020 but was delayed due to the pandemic. It is projected to be completed in early 2025. The County is migrating from its old JD Edwards system to Tyler Technologies' Munis. This new ERP includes an HRIS component, the County's first-ever. The Human Resources department currently uses NeoGov but wants to take advantage of additional HR modules that the Munis software offers. Accordingly, the next Human Resources Director's comfort in assisting with the rollout and implementation of automated HR systems will be important.

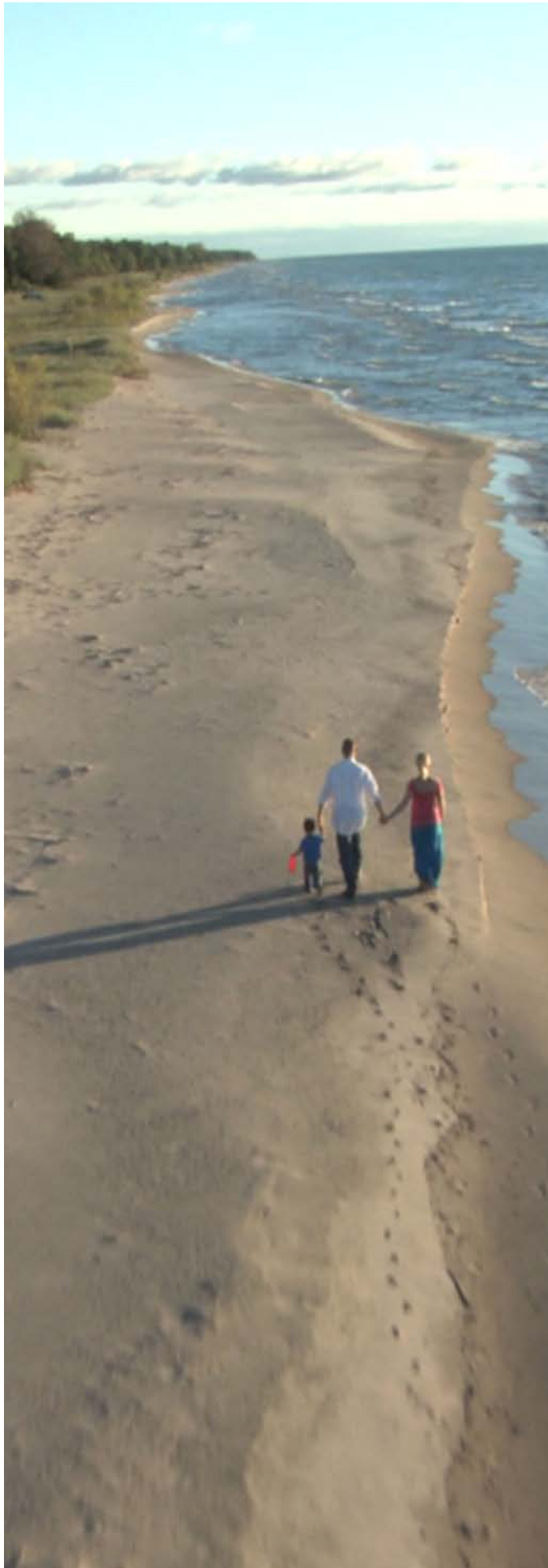
Recruitment and retention. Sheboygan County, like most employers in 2023, is challenged by a hiring environment where recruiting and retaining employees is on the forefront of the department's activities. Of particular note, the County owns and operates a nursing facility. The Rocky Knoll Health Care Center is licensed and certified as a Skilled Nursing Facility. With the application of American Rescue Plan Act (ARPA) funding, Rocky Knoll and the County's Human Resources Department are striving to tackle the workforce shortage by offering higher wages, along with new recruitment and retention initiatives, including tuition reimbursement and student loan repayment programs. Still, ARPA funds are transient, but the challenges will be on-going.

In a similar vein, correctional officers in the Sheriff's Department are also positions experiencing significant turnover. Accordingly, attention toward employee recruitment and retention will be required, as the labor market – particularly crucial for workers who can easily find higher pay within the area's robust private sector – is vulnerable.

Classification and compensation. Along with recruitment and retention challenges, the changes in workforce dynamics, and inflation, are all pointing to the County's wages needing a fresh look. Thus, a classification and compensation study in the near future will be in order. That's balanced with what the County can reasonably allow within the revenue constraints that guide municipal budgets.

Guidance and relationship building. County department heads should be able to rely on solid, consistent, and technically-grounded advice on a variety of personnel matters, such as discipline, workplace behavior, meritorious or poor performance issues and conflict resolution. The next Director needs to be skilled at guiding the management team on appropriately dealing with a variety of circumstances not uncommon in a workforce of more than 850, with that guidance rooted in a contemporary understanding of public sector labor law, rules, and standards. Likewise, the county's elected officials should feel confident that the organization's personnel system is being administered in a fair, firm, and equitable manner.

In addition, it will be incumbent on the Director, especially with most of the staff being new and the department ostensibly being reconstituted, to reassert HR's customer service approach to their work. The Director can expect to work closely with the current HR staff to review their workload, understand their duties, and provide leadership in a fast-paced, multi-project environment that requires strong attention to detail, while also keeping an eye on the big picture. Similarly, the Human Resources Director will be charged with rebranding the role of HR as a client-focused service group, establishing collaborative relationships at all levels of the organization.



THE IDEAL CANDIDATE

Education and Experience

- A Bachelor's degree in human resources management, business or public administration or closely related field, or any equivalent combination of training and experience that brings the knowledge, abilities, skills, and leadership in the delivery of contemporary personnel services.
- A Master's degree and/or certification through IPMA, SHRM, SPHR or PHR preferred.
- Seven - ten or more years of experience, with at least five years of supervisory experience.
- Have extensive experience in directing activities involving policy development and interpretation, labor-management relations, personnel selection, position classification and compensation plan administration, records management, employee benefits, health and safety, and employee training and development.
- Exhibit a sincere willingness to adhere to the County's core values including citizen/customer service, credibility, cooperation, collaboration, and dedication.
- Have the ability to act as a coach and mentor to staff, assessing their skills and abilities and providing them with the professional development they need to effectively perform their duties.
- Have the ability to interpret and ensure compliance with applicable Federal, State, and local policies, rules, laws, and regulations.
- Have extensive experience in delivering written and oral presentations to employees and stakeholders at all levels of the organization, including elected officials.
- Have proven superior communication, interpersonal and human relations skills, and adeptness at interacting with people possessing a variety of attitudes and in an array of situations.



MANAGEMENT STYLE AND PERSONAL TRAITS

- Have complete personal and professional integrity and trustworthiness, inspiring the confidence of appointed and elected officials, subordinates, and the general public.
- Project a genuinely friendly, approachable style that encourages collaboration and the development of effective working relationships.
- Have proven and successful managerial skills utilizing a consensus-building, team-oriented approach to managing staff members. Have the ability to remain accountable for departmental activities without the micromanagement of staff.
- Have the maturity and self-confidence to firmly and diplomatically present professional views, concerns, and implications of proposed policy actions that may be under consideration by the County Administrator and County Human Resources Committee, while also being committed to carrying out final decisions in a timely, professional, impartial, and decisive manner.
- Exhibit a style characterized by candor, directness, tactfulness, and diplomacy.
- Demonstrate commitment to encouraging creativity, responsibility and accountability in an environment that values a collaborative approach and embraces a setting where employees feel valued.
- Be a technical manager who can provide accurate advice and who can review the department's operations and applications of HR laws, standards, and policies, and make an assessment as to which policies, procedures and practices need to be developed and/or updated to ensure that the department follows all of the applicable rules, regulations, and statutes.
- Be a forward-thinking manager who has the demonstrated ability to foresee and plan for emerging trends in human resources.
- Be approachable to all within the organization and other stakeholders. Be a good listener.



COMPENSATION, BENEFITS AND CULTURE

The starting salary is \$95,000 – \$125,000 +/- DOQ, plus exceptional benefits. The County is part of the Wisconsin Retirement System.

The organization prides itself on its commitment to customer service and teamwork. Staff has a lot of daily interaction with one another and report strong interdepartmental and intergovernmental relations.

The County Board possesses a strong respect for the staff's work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.

HOW TO APPLY

Candidates should apply by June 16, 2023 (open until filled) with resume, cover letter and contact information for five work-related references to www.GovHRjobs.com to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 847-380-3197. Sheboygan County is an Equal Opportunity Employer.



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