



PINELLAS COUNTY, FLORIDA

**CHIEF HUMAN
RESOURCES OFFICER**



GovHR USA
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ABOUT PINELLAS COUNTY

Pinellas County is in the heart of Florida's beautiful Gulf Coast, just a short drive away from Tampa Bay. Known for its pristine beaches, charming coastal towns, and stunning natural landscapes, Pinellas County is a premier destination for outdoor enthusiasts, families, and retirees.

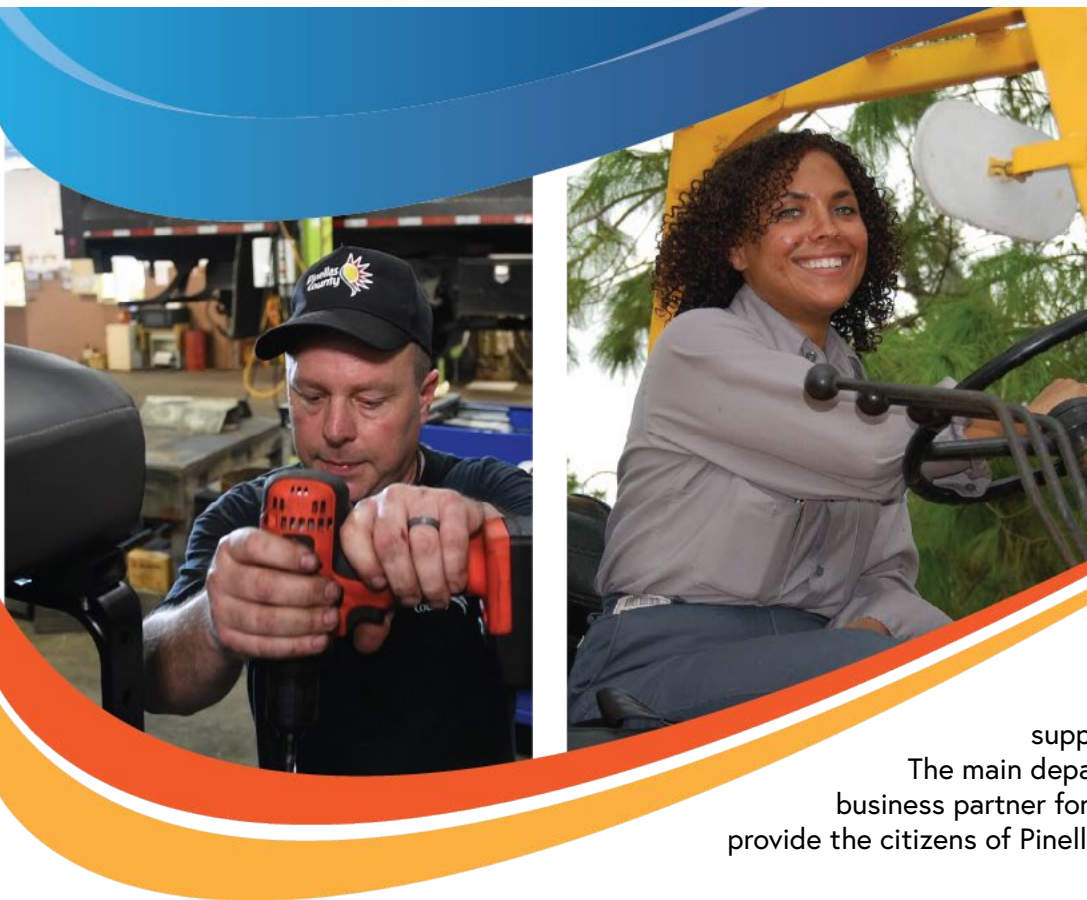
As a leader in local government, Pinellas County offers a unique and exciting opportunity for experienced professionals to make a real impact on the lives of residents and visitors alike. Home to over one million people, Pinellas County is committed to promoting a thriving, safe, and healthy community through innovative policies, programs, and services.

The County consists of 24 cities – all with their own culture and neighborhood vibe. One of the County's biggest strengths and selling points is to have such an eclectic mix of [high tech](#), [advanced manufacturing](#), [tourism and beach life](#), [events and festivals](#), [new and emerging businesses](#), [creative arts](#) and [business and financial services](#)!

When you're not working, there's plenty to do in Pinellas County, from exploring the scenic Gulf Coast to enjoying a day at one of the state's most famous theme parks. Some of the most popular local attractions include the Clearwater Marine Aquarium, the Dali Museum, and the St. Pete Beach Barrier Island. If you're a fan of sports, you'll love catching a game at Tropicana Field, home of the Tampa Bay Rays, or cheering on your favorite team at Raymond James Stadium, home of the Tampa Bay Buccaneers.

For those who enjoy cultural activities, Pinellas County is home to many festivals, concerts, and art events throughout the year. The charming downtowns of St. Petersburg, Safety Harbor, and Dunedin offer lively arts scenes, unique dining experiences, and boutique shopping opportunities.

With a combination of urban and natural experiences, Pinellas County is an exciting place to call home. Whether you're looking to settle down and raise a family or retire in paradise, Pinellas County has something for everyone. If you're ready to make a difference in the lives of others and join a forward-thinking local government, consider pursuing a position with Pinellas County Government today.



ABOUT THE DEPARTMENT

The Human Resources Department provides strategic and administrative support for the Unified Personnel System.

The main departmental goal is to become a trusted business partner for every member of the System, and to provide the citizens of Pinellas County with a competent, diverse, trained, and professional workforce.

The Department includes the following divisions: Benefits & Wellness, Communications & Outreach, Organizational & Talent Development, Contracts, Budget & Logistics, Planning & Performance and Workforce Strategy. The human resources team supports all County departments and approximately 3100 employees who provide a wide array of services to the community and assists department leaders in attracting and retaining top talent to ensure continued organizational capacity to deliver superior services.

[Human Resources Organizational Chart](#)

ABOUT THE POSITION

The Chief Human Resources Officer (CHRO) provides dynamic organizational leadership by partnering with the Appointing Authorities (AA), the Unified Personnel Board (UPB), and the Employee Advisory Council (EAC) to provide expert advice and support in addressing human resources and organizational needs to achieve the County's goals and objectives.

The [Appointing Authorities](#) include Business Technology Services, Clerk of the Circuit Court, County Administrator, County Attorney, Human Resources, Human Rights, Forward Pinellas (previously Pinellas Planning Council and Metropolitan Planning Organization), Property Appraiser, Supervisor of Elections, and Tax Collector. The Chief Human Resources Officer is included as an Appointing Authority and responsible for a staff of 38 FTEs with a departmental operating budget of \$4 million.

The position reports to the Unified Personnel Board which is responsible for the CHRO appointment and performance management.



Example of Position Responsibilities

- Strategic partner and exceptional communicator with all Appointing Authorities, the Unified Personnel Board (UPB) and the Pinellas County Employee Advisor Council (EAC)
- Interprets and recommends changes to the personnel rules, processes, and procedures to the Unified Personnel Board as needed to support changing priorities and present-day HR practices.
- Develop customer service strategies and incorporate industry best practices to build and maintain a culture of team member engagement and high performance within the HR department to work seamlessly across all human resources disciplines.
- Manages and oversees the self-insured health care plan, dental plan, voluntary health plans, long and short-term disability, life insurance plan and wellness initiatives.
- The CHRO and staff make recommendations regarding plan design, premium changes as well as additions and deletions to the benefits portfolio.
- The oversight includes working with consultants to manage costs while maintaining a competitive benefit package for employees. The budget for FY2024 for employee health benefits is \$67 million.
- Oversees organizational talent development for all employees including Leadership and Supervisory training throughout the Unified Personnel System.
- Directs the development and revision of the classified and exempt pay plan to ensure competitive compensation for County employees.
- Formulates new personnel policies and revisions of existing policies for review and action.
- Consults with management regarding employee relations problems such as possible adverse actions to be taken against employees or morale issues in the workplace.
- Presents County policy and personnel matters to department heads, elected officials, or individual employees.
- Other related work.



REQUIRED QUALIFICATIONS

- Bachelor's degree with major coursework in business, public administration, human resources, or related field
- Executive level human resources director experience in a large, public-sector organization, preferably at the County or municipal level, or customer service-driven organization that ensures responsiveness to its various stakeholders.
- At least Seven (7) years of progressive professional work in human resource management and previous managerial experience in all HR disciplines –talent acquisition, HRIS, Benefits, organizational development, compensation, and classification, etc.
- Proven experience in benefit plan review and implementation, broker oversight, RFP review and contract negotiations and diversifying program offerings with the ability to identify best practices that enhance the health of our workforce.
- Professional certification from SHRM, IPMA, and/or equivalent

HIGHLY PREFERRED QUALIFICATIONS

- Master's degree and at least five (5) years of progressive HR leadership experience.
- Experience navigating complex reporting structures with numerous direct and indirect managers.



MANAGEMENT STYLE AND PROFESSIONAL CHARACTERISTICS



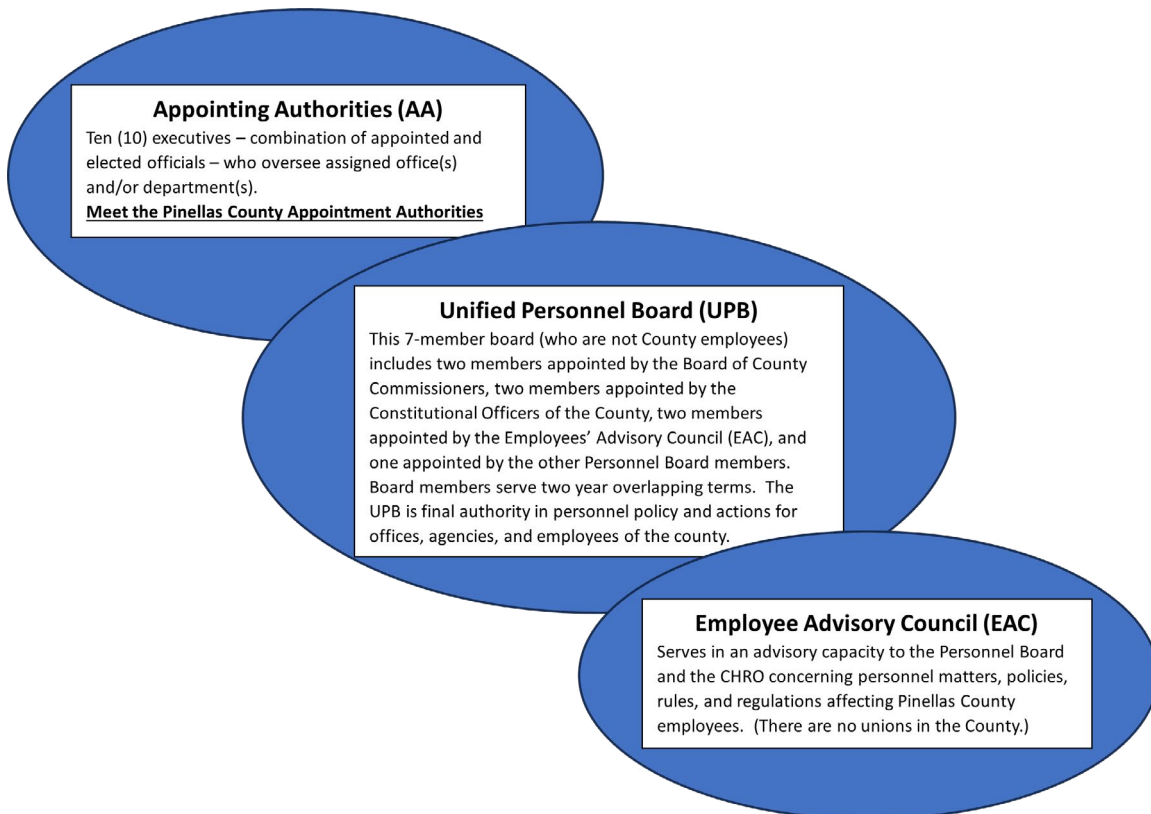
- **Servant leader philosophy** – Intuitively believes that leaders prioritize and place their team and organization above their own objectives. One who is self-effacing and not driven by personal agenda.
- **Open, honest, inquisitive, and transparent** – Possesses a high level of emotional intelligence with the ability to effectively engage others with diverse personalities in a tactful, mature, calming, and flexible manner to build trust, transparency, and productive relationships. Open to new ideas and ways of getting to 'Yes' in any given situation.
- **Lifelong Learner** – Innate ability to self-reflect and recognize that no one has a master level of knowledge on every topic and be ready and able to identify areas in need of personal development. Be proactive in reaching out to others for help and researching and learning to move a perceived weakness to a strength.
- **Professional demeanor** – Exhibits confidence and professional diplomacy while effectively relating to people at all levels with a clear understanding of what it means to be politically savvy, without being political.
- **Skilled in identifying and implementing best practice solutions** – Expert at anticipating needs and proposing unique and creative solution(s) to new or ongoing operational issues.
- **Exceptional communicator** – Excellent in all verbal and written communications with well-honed active listening skills. One who can vary personal style depending upon the audience to connect with staff where they are in their career and life journey and have a strong desire to serve many and keep all constituencies uniformly updated, informed and abreast of important facts and information.
- **Proactive, solution and results oriented** – One who can partner with stakeholders to achieve goals.
- **Departmental leader, manager, and mentor** – Able to inspire, partner with and lead a large team to identify and implement a clear vision for the department. Build relationships with the team to help drive buy-in and jointly identify ways to improve service delivery over time. A leader who is approachable, interactive, and visible in working alongside the HR team to improve morale and heighten the department stature as a welcoming professional resource partner.
- **Comfortable working in a fast-paced environment** – Addresses and resolves new and recurring issues on multiple high-level projects running concurrently and who is nimble in changing course or direction when the need arises.
- **Welcoming and inclusive** – One who is affable, flexible, resilient, patient, and positive.
- **Strong supervisory and team orientation** – with demonstrable experience in leading through staff, assigning projects with timelines, clear expectations, and accountability for effective implementation.



OPPORTUNITIES & CHALLENGES

Working within a unique governing structure – Unlike traditional Human Resources Directors who report directly to a City / County Manager or the Council/Commission, our Chief Human Resources Officer must build, maintain, and nurture relationships every day with numerous individuals and groups in a very dispersed organizational structure.

Summary of the Unified Personnel System Governing Bodies



Assessment and update of current benefits and wellness offerings – Study and review all current plans and the County/Broker relationship (oversight, administration, and management) with the intent to increase customer service and diversify program offerings. Explore options to create as much accessibility and flexibility in all plans and programs as possible so staff can easily select the best options at one point in time – then easily make changes as they progress through their life journey. Also, able to oversee requests for proposals (process and review) and assist in contract negotiations if changes are warranted.

Human Resources Strategic Planning – Assessment of current human resources operations with focus on staff engagement and retention, consensus building, streamlining, process improvement, and increasing customer service over time.

- Engage current team to leverage institutional knowledge and partner with staff across the organization to support creative, best practice strategies for identifying key performance indicators (KPIs) and metrics.
- Utilizing data driven strategies to determine baseline statistics to quantify performance and allow for tracking improvement.
- Research models such as Human Resources Business Partner, Business Relationship Manager, or others where an assigned human resources contact becomes part of the business unit to provide one contact for all human resources questions, issues, etc.

OPPORTUNITIES & CHALLENGES

(continued)

- **Organizational Development** - Assess current organizational structures, policies, procedures and practices and workforce development systems to identify opportunities for improving organizational culture, efficiency, and effectiveness. This includes reviewing and creatively pursuing practices focused on enhancing employee retention and recruitment, employee training (especially for newly promoted supervisors and managers) and using best practice comparisons in pursuing continued organizational excellence.
- **Preparing for the future** –It's expected that the community will grow over the next decade and evolving issues including emergency management planning, sustainability, transportation, affordable housing, and others will continue as challenges for Pinellas County and other coastal areas in Florida. Our new CHRO will need to work strategically with all department leaders and staff to brainstorm creative options to plan for new or updated services, divisions, and/or staff to meet the needs of all in the community and ensure continued organizational capacity to deliver superior services.
- **Inter-Departmental Projects**
 - **Data and Business Software Assessment** – Partnering with IT, Finance and others for HRIS/ERP systems planning to determine the best method to move forward – overhaul of current HR software or beginning the process of exploring ERP requirements, etc.
 - **Retention and Succession Planning** – Partnering with the Approving Authorities and their teams, research, and brainstorm creative, cross-departmental ideas not only to attract top tier candidates but also retain valued current staff and create a talent pipeline by preparing staff to assume new positions as others retire or move on in their career journey.
 - **Branding** – Partner with Marketing, Communications, and others to position and brand the County as a premier, fun, and exciting high-performance employer.





GOVERNMENT IN THE SUNSHINE

Florida's Sunshine Law provides a right of access to governmental proceedings of public boards or commissions and the Florida Public Records Act extends the right of access to include all documents and other materials made or received in connection with official government business.

The law has many implications pertaining to how the County conducts business in areas such as record retention, responding to public record requests, data classification, and ensuring meeting minutes are recorded. Pinellas County is dedicated to building and maintaining public trust by keeping government open and accessible to the citizens it serves and complies with all provisions of the law.

MORE INFORMATION AND APPLICATION INSTRUCTIONS

• Benefits & Wellness Programs

- The County is proud of the total compensation package provided to employees including salary and benefits with generous contributions to health benefits (including medical, vision, dental, pharmacy, and behavioral/mental health), plus the Florida Retirement System (FRS) plan, life insurance, disability insurance, reemployment assistance, and workers' compensation.
 - [Benefits Overview](#)
 - [Wellness Program Overview](#)
- Other valuable benefits include time off, tuition reimbursement, wellness incentives, referral bonus up to \$1,000 cash, and a rewards gift catalog.
- **Florida Sunshine Laws** – Please be aware that all aspects of this recruitment are open to public records requests throughout the process.
- **Salary range** – \$152,000 to \$238,000. It is anticipated the hiring rate offered will be +/- the midpoint range depending on qualifications. There is no state income tax in Florida.
- **Posting deadline date** is 12/26/2023 – Offices closed on Friday, 12/22/2023 and Monday, 12/25/2023 for the holiday.



MORE INFORMATION AND APPLICATION INSTRUCTIONS

- **Anticipated Schedule**

If you are selected to move forward in the process, please be aware that the anticipated recruitment schedule has been confirmed as follows:

- 1/1/2024 to 1/12/2024 - Screening and vetting of applications.
- 1/16-17/2024 – Selected candidates will be scheduled for a recorded SparkHire screening interview.
- 1/22-25/2024 – County Recruitment Team receives and reviews the Candidate Portfolio Summary and recorded SparkHire Interviews to determine those moving forward in the process.
- 1/26/2024 – Notification to candidates selected for zoom interview with the Recruitment Team.
- 1/31/2024 (and 2/1/2024, if needed) – Zoom Interviews with Recruitment Team (*)
- 2/26/2024 – In person Interviews with selected candidate(s) with the Appointing Authorities, human resources team and meet and greet with other stakeholders.
- 2/27/2024 – Selected candidate(s) will be invited for an in-person interview with the Unified Personnel Board.

(*) After finalists for in-person interviews are selected:

- Background and Reference Checks – GovHR and candidates
 - Presentation – Candidate may be asked to do a presentation on a human resource related topic. Information on a specific topic will be sent out in advance.
- **Relocation assistance** is available to the selected candidate.
 - **Application Process** - Please submit résumé, cover letter, and contact information for five (5) supervisory or professional references. All are required for consideration.

- **Questions?**

For any questions about this recruitment, please contact:

Joan Walko

Senior Vice President

GovHR USA

Phone: (410) 499-9586

Pinellas County is a drug free workplace and equal opportunity employer. All employment actions are taken without regard to race, color, religion, sex, sexual orientation, gender identity or expression, age, handicap, disability, marital status, national origin, veteran status, or genetic information.



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