



## Executive Recruitment for

# ALACHUA COUNTY, FLORIDA

GovHr USA is pleased to announce the recruitment and selection process for Human Resources Director for Alachua County, Florida. This brochure provides background information on Alachua County, the Human Resources Department, as well as the requirements and expected qualifications for the position. Candidates interested in applying for the position should submit their résumé and cover letter, along with contact information for three professional references by **December 31, 2017** to [GovHRUSA.com/current-positions/recruitments](http://GovHRUSA.com/current-positions/recruitments).

# HUMAN RESOURCES DIRECTOR



### Sarah McKee, Vice President

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Northbrook, Illinois 60062  
847-380-3240

Formal Applications should be submitted to:  
[www.govhrusa.com/current-positions/recruitment](http://www.govhrusa.com/current-positions/recruitment)



### PROFESSIONAL ANNOUNCEMENT

**Alachua County, FL (pop. 263,496)** Alachua County, FL is seeking energetic, professional and accomplished candidates for their next Human Resources Director. Ideal candidates will have well rounded management experience with a focus on human resources management. The new Director will have several unique opportunities in this position: to guide (and shape) the staff through a recently developed Strategic Plan for the Department, to lead the department as it undertakes a renewed commitment to providing strong human resource strategies for County Departments, the Alachua County Library District and the Supervisor of Elections Office, and to continue to forge an eager group of employees into an empowered team. Alachua County, "Where nature and culture meet", offers a variety of outdoor recreational opportunities with its varied parks, walking/biking trails and strong emphasis on land conservation to maintain the rural, historic and natural character of the County as well as a diverse cultural scene through festivals, museums and artist shops. The county seat, Gainesville, is an award-winning city that is home to the University of Florida as well as major medical facilities including a large VA Medical Center. Additionally, the County is home to Santa Fe College, voted #1 for Community College Excellence by Aspen Institute. Originally created in 1824, the County was settled primarily around the Florida Railroad which fueled its agriculture growth. The County continues to offer areas of rural development such as Alachua, home to the world's largest fresh water natural springs, Historic Hawthorne, Waldo and Micanopy (oldest inland city in FL), and High Springs with beautiful rivers, freshwater springs and other natural attractions as well as the urban center of Gainesville. Centrally located in Florida, it is a short drive to the Gulf of Mexico, the Atlantic Ocean or Disney World in Orlando.

The successful candidate will have the following qualifications and experiences:

- A strong commitment to creative problem-solving through teamwork and professionalism, outstanding supervisory and administrative skills, highly developed interpersonal and oral/written communication skills and ability to develop policies and procedures that evolve with the organization.
- A demonstrated record of leadership with a comprehensive knowledge of human resource management, labor relations and union negotiations, classification systems and compensation studies as well as the ability to facilitate the development of a strong solutions based, customer service focused department that adheres to the County's core values.
- A bachelor's degree in human resource management, industrial psychology, public/business administration, labor relations, organizational leadership, or related discipline from an accredited college or university is required along with extensive progressively responsible experience (5 to 7 years) in human resource management in a supervisory capacity. SPHR certification and/or a Master's degree is preferred.

The salary range is \$85,000 - \$95,000 DOQ with a fantastic benefits package. Apply online with resume, cover letter and contact information for three professional references by December 31, 2017 to the attention of Sarah McKee, Vice-President, GovHRUSA, 630 Dundee Road #130, Northbrook, IL 60062. Tel: (847) 380-3243. Pursuant to Florida Open Records Law, applications and resumes are subject to disclosure. Apply at [www.GovHRUSA.com/current-positions/recruitment](http://www.GovHRUSA.com/current-positions/recruitment)



## COMMUNITY INFORMATION

ALACHUA COUNTY, FLORIDA (pop. 263,496) is located in north-central Florida and centrally located between the Gulf of Mexico and the Atlantic Ocean. Alachua County is surrounded by spectacular natural wonders and scenery. Serving as the home to the University of Florida and Santa Fe College, it is located just a couple of hours drive from Orlando, Jacksonville, Tallahassee, and the Georgia border. This location enables visitors and residents to easily explore the entire North/Central parts of Florida.

Alachua County, a Florida Chartered County, offers a quality of life influenced by remarkable scenery, a wide variety of recreational opportunities in its parks and conservation areas and a strong commitment to cultural diversity. It offers a major urban center in the County seat of Gainesville, historic villages in Hawthorne, Newberry, Waldo and Micanopy, and rural natural retreats in High Springs and Alachua.

The County has a population of 263,496 and covers over 960 square miles making it the 22nd largest County in Florida for total land mass as well as population. The Greater Gainesville region serves as a regional hub for employment and retail for the County and 11 surrounding counties. With the state's greatest concentration of 18 to 44-year-olds and people with advanced degrees, Greater Gainesville is the state's youngest and most educated region. It has thriving cities, rich agricultural land and many small communities that contribute to its character and exceptional quality of life.



A significant portion of the County is protected through land conservation. Since 2002, the County has successfully protected more than 24,000 acres allowing the County to remain in a natural, undeveloped state for residents and visitors to enjoy. Outdoor enthusiasts come to the area for its rivers that offer kayaking and swimming,



lakes for boating and inland natural springs for scuba diving.

The County is home to the University of Florida and Santa Fe College, however, it is not just a college area, it's "Where Nature and Culture Meet". Trees draped in Spanish moss line quaint Old South inspired streets creating an inviting environment and strong quality of life. The cozy quintessential downtown exudes hospitality, comfort, and at times a certain refined ease in its shops and restaurants. The varied city, County, and state parks offer world-class natural attractions, waterways, shady pine forests, flora and fauna, and amazing natural north Florida sunsets.

Alachua County is a wonderful place to live and work and the area has earned various distinctions over the years including:

- SmartMoney.com ranks Gainesville # 1 place to retire during an economic downturn
- Forbes ranks Gainesville in the top 25 "Smartest cities in America" and in the top 25 "Best places to do business and have a career"
- Popular Science magazine ranks Gainesville "Most Technologically Advanced City in Florida"
- National Geographic Adventure magazine ranks Gainesville among the top 10 "Best places to live and play"
- AARP ranks Gainesville in the top 20 "Best Places to Reinvent Your Life"

Gainesville ranked #1 in the newest Sperling's "Cities Ranked & Rated: 400 Metropolitan Areas Evaluated in the U.S. and Canada".



### Arts, Cultural and Entertainment

Alachua County also boasts some of the best art museums and theatres in North Florida. You can find the spirit of the area not only in its people, but in every one of its cultural landmarks. Whether you're searching for fun at Gainesville's Butterfly Rainforest or for entertainment at the Hippodrome State Theatre, there are things to do for everyone.

Proximity to a large university certainly helps when it comes to having culture and diversity in the arts. The County is lucky enough to boast several great places for historical learning. The Florida Museum of Natural History is fantastic for gaining knowledge of the environment, animals, and history of the region. The Harn Museum of Art is easily one of the greatest university art museums in the United States, featuring over 6,000 pieces of work, and offering live lectures and performances.

The arts, coupled with various festivals throughout the year in all the communities of Alachua County, make the area a mecca of cultural and entertainment events for all ages to enjoy. Many facilities and venues offer a wide variety of music and entertainment including the various theatres in the area, many offering free to low-cost events open to the public. Those looking for dinner choices before or after the show won't be disappointed with 31 dining venues in downtown Gainesville alone.

### Outdoor/Indoor Activities

All of Alachua County, not just Gainesville, is an outdoor enthusiast's dream destination. With world-class fishing, snorkeling, canoeing, diving and kayaking, there's always plenty to do on the water. On land, enjoy birding, hiking, running, biking, fishing and pretty much everything else

under the sun. It's all made possible by Mother Nature herself.

Experience the adventure of climbing trees! Gainesville's Canopy Climbers provides fun, safe, sustainable, year-round tree-climbing adventure events. The Santa Fe College Teaching Zoo allows for an up-close look at the wildlife through student-led tours revealing what working with zoo animals is all about. The area is blessed with parks like Paynes Prairie, the San Felsaco Hammock Preserve and Devil's Millhopper; three of many such places that not only offer incredible sanctuary to wildlife, but also generously provide people activities that simply don't exist anywhere else. With rolling hills, sinkholes, lakes, upland forests, hammock and prairie, the landscape of the County has always been a natural playground.

If the thrill of finding a great buy sounds exciting, the County offers both indoor and outdoor shopping venues. Stroll through the winding brick streets of downtown Gainesville or in world-class Eco-tourism destination of High Springs, known for its antique shops. Many Floridians consider Micanopy to be the top antique shopping destination in the state. "The little town that time forgot" presents shoppers with antique shops housed in historic buildings framed by massive old live oak trees draped in Spanish moss.

### SCHOOL SYSTEM/EDUCATIONAL OPPORTUNITIES



All of Alachua County is served by the Alachua County Public School District. The District is comprised of 63 total schools including 34 elementary schools, 10 middle schools and 7 high schools with a total school enrollment of 28,922 students. These numbers also include several charter schools and special education centers. In addition, the District offers several Magnet schools and

magnet programs to students outside the school's normal attendance boundaries. These 13 different Career and Technical Education Programs range from the Institute of Graphic Art and Design, Culinary Arts and Biotechnology to the Academies of Agri-science, Finance, Entrepreneurship, Criminal Justice, Future Teachers, Health Professions, Fire and Emergency Medical Services, Gaming and Mobile Apps, Automotive Technology, and Robotics and Engineering.

In addition to the public-school systems, there are also several private and secular schools within the County. The County also has numerous opportunities for higher education, including the University of Florida and Santa Fe College. The University of Florida is consistently ranked among the nation's top universities including 2<sup>nd</sup> among *Forbes* "Best Value Public Colleges and 2<sup>nd</sup> in *Kiplinger's* "Best Values in Public Colleges". It is #9 by U.S. News and World Report among Public Universities. Additionally, Santa Fe College was named the winner of the 2015 Aspen Prize for Community College Excellence (given every two years) by the prestigious Aspen Institute. SF was named number one over 1,000 institutions nationwide and has been in the top 10 of U.S. community colleges since 2012.



## ALACHUA COUNTY GOVERNMENT

Alachua County is a home rule charter County, governed by a Board of five elected County Commissioners, and operates under the established Commission/Manager form of government. The County Manager and the County Attorney are appointed by the Board of County Commissioners who are elected in partisan elections to represent the entire County with no term limits. Commissioners serve staggered terms of four years with one commission-

er for each of the five County commission districts. The Human Resource Director is appointed by the County Manager and confirmed by the Board of County Commissioners. The Director will report to the Assistant County Manager of Community and Administrative Services.

Alachua County is a value-driven organization dedicated to responsive, respectful and courteous customer service. Alachua County is viewed as an innovative and progressive leader in the provision of effective and efficient County services, recognizing the needs of a diverse community.

The County's mission is "to provide responsive services to citizens and responsible stewardship of County resources for current and future generations." Alachua County values are Accountability, Communication, Diversity, Honesty, Innovation, Integrity and Respect.



## HUMAN RESOURCES DEPARTMENT

The new Director of Human Resources is an important member of the County's Executive Staff. They will report to the Assistant County Manager of Community and Administrative Services and will supervise a staff of 9. The Director is charged with oversight of a budget of \$860,700. Alachua County has 830 employees and contracts with the Alachua County Library (250 employees) and provides Human Resources services to the Supervisor of Elections (9 employees). There are three unions within the County primarily representing Fire and Fire management personnel as well as blue collar and clerical personnel.

This position involves highly responsible management and professional work in human resources. The position will

perform a variety of highly technical and professional duties in the management of the County's personnel system in the areas of Board Policy and Administrative Procedure development, retention, performance evaluation systems, conflict resolution, and labor relations. The new Human Resources Director can look forward to working with an extremely professional and dedicated staff.



### CHALLENGES/ISSUES FOR THE HUMAN RESOURCES DIRECTOR

- ◇ Alachua County must attract top talent to meet its strategic and long-term goals. To that end, the Director will need to assess the County's policies and procedures for hiring as well as its classification and compensation system as compared to the competitive marketplace. The Director will also need to be able to sell the County's assets, including modernizing job descriptions, as a quality workplace and implement retention strategies.
- ◇ The Director will need to embrace the recently completed strategic plan for the Department and immediately begin working with all departments to implement the goals as outlined within the plan. This will require innovative ideas and a proactive approach to problem solving and service delivery.
- ◇ Alachua County prides itself on its diverse workforce and the Director will need to continue that tradition. The County will benefit from a fresh review of its operations and continuation of its labor relations. Additionally, the Department should concentrate on promoting a proactive diverse environment to attract

high-quality candidates for vacancies and retain highly competent staff.

- ◇ The current recruitment and selection processes are semi-decentralized with several positions open each month. The next Director can expect to work closely with the Human Resources Department staff and other County departments to standardize a more centralized recruitment and selection processes. The goal would also be to streamline processes to fill positions in a timely manner.
- ◇ The Director will need to be forward-thinking and invoke creative recruiting for "hard-to-fill" positions within the County. They will need to work closely with other department heads to address job classifications and descriptions to meet the evolving needs of the department and changing technologies.

### CANDIDATE QUALIFICATION CRITERIA

The County Manager and Assistant County Manager are seeking Candidates who possess a strong background in public/private Human Resources administration as well as exceptional managerial and interpersonal skills. The ideal candidate will be an experienced, creative, team-oriented professional who can effectively work in partnership with all Departments and continue to move the Department forward through their strategic planning efforts.

The following factors of education, experience, and leadership and management skills have been identified as *ideal* attributes for the Human Resources Director to possess to function effectively in the position.

#### Education and Experience

A Bachelor's Degree in human resource management, industrial psychology, business/public administration labor relations, organizational leadership or related discipline from an accredited college or university is required along with extensive progressively responsible experience (5 to 7 years) in human resource management in a supervisory capacity. SPHR certification and/or a Master's Degree is desirable.

Have extensive experience in directing activities involving policy development and interpretation, labor-management relations, personnel selection and testing, position

classification and compensation plan administration, records management, and the ability to educate and advise in a legally defensible manner the Family Medical Leave Act and other state and federal employment laws.

Exhibit a sincere willingness to adhere to the County's core values including accountability, communication, diversity, honesty, innovation, integrity and respect.

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 officials at all levels of the organization, including elected officials.

Have ability to be an advocate for employees when appropriate and within the context of balancing the needs of the organization with the needs of an individual.

Have a proven track record of delegating to staff and fostering an attitude of teamwork and creativity in problem-solving, while ultimately being accountable for the quality and effectiveness of overall departmental performance.

Possess the ability to strategically establish priorities while understanding when to focus on larger, big picture projects and when smaller efforts need attention.

Have superior skills in developing trust and effective partnerships with the County Manager, Assistant County Managers, County Attorney's Office, Department Directors, supervisors, employees and other stakeholders.

Have proven superior communication, interpersonal, and human relations skills, and adeptness at interacting with people possessing a wide variety of attitudes and in a wide variety of situations.

Have demonstrated ability to apply the principles and practices of personnel administration, position classification, performance evaluation, and compensation administration.

Provide leadership in the standardization of HR policies and procedures including the review of job descriptions, position classifications, and compensation schedules where appropriate.

Have proven and successful managerial skills utilizing a consensus-building, team-oriented approach to managing staff members; have ability to remain accountable for departmental activities without unnecessary micromanagement of senior staff.

Have experience in making difficult decisions and the ability to explain the reasons for the decision including "no" as an answer.

Demonstrated ability to treat all employees and departments the same when making recommendations on personnel matters including the ability to implement reasonable judgement when the situation requires it as long as it is consistently done throughout the organization.

Have experience in conducting internal investigations. Have experience working with unions and as a negotiator of agreements.



## Leadership and Management Skills

Have a balance of technical and leadership/management skills with people skills a high priority. Have skills in diplomacy and interpersonal skills and the ability to remain objective despite personal feelings towards a situation or person.

Understand the mission of the various departments of the County and have a strategic orientation, recognizing the need to set objectives and then supporting the accomplishment of the objectives.

Have a County-wide perspective and utilize a "we" mentality rather than an "I" mentality in dealing with all County matters.

Have a customer-service orientation and recognize the operating departments as customers as well as the citizens of Alachua County. Recognize that service to the customers is important. Be accessible with trustworthiness.

Have strong communication skills, both orally and in writing, with the ability to interrelate with the public, County Manager/Assistant County Manager, Board of County Commissioners, department heads, staff and other stakeholders. Have the skills to present to audiences ranging from staff members to the community at large.

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 Alachua County Board of County Commissioners, while also being committed to carrying out final decisions in a timely, professional, and impartial manner.

Exhibit a style characterized by candor, directness, tactfulness, and diplomacy, with the ability to admit when mistakes were made, and when corrective action needs to be taken.

Have demonstrated experience in employee development and empowerment; provide effective guidance and leadership to department staff and support training efforts. Organize appropriate training for employee groups.

Have a collaborative and open, friendly personality and management style and be one who can establish trust quickly with others. Know how to deal with conflict in a constructive manner. Have the ability to keep information confidential.

Be able to represent the department to the rest of the organization in a responsive and helpful manner. Have

good listening skills and a willingness to work out challenges in a collegial, respectful manner.

Maintain a calm demeanor during times of stress, providing thoughtful advice to employees, department heads and elected officials. Have the ability and courage to say "no" when necessary. Be flexible and open to change with a willingness to learn and ask questions. Be assertive when necessary, yet empathetic.

Be computer literate and have a demonstrated record of understanding and utilizing technology systems and procedures to monitor and measure departmental productivity and provide timely information. Possess proficiency in MS Word, Excel and PowerPoint as well as the ability to assess various IT programs for HR functions.

Have a genuine passion for public service from both an internal, department standpoint and for service to the community; be devoted to customer, community and departmental service. Have a high energy level and enthusiasm for meeting the challenges and responsibilities of the Director's position; have a good work ethic.

Be a positive and flexible team builder who is committed to the well-being of the staff, one who works with staff to identify departmental needs and find solutions which meet those challenges. Be a manager who both defends his/her staff when appropriate and holds the team accountable.

Have the ability to set high standards of performance, productivity and initiative by Departmental personnel; be comfortable in recommending and administering disciplinary actions if necessary.

This is a disaster/emergency essential classification. Upon declaration of a disaster/emergency, all employees in this classification are required to work.

