Talent Management, Recruitment, Retention and Leadership Development

Is there a Magic Wand?
Internal Services Department

Procurement Management Division

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MIAMI-DADE COUNTY

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MIAMI-DADE COUNTY
Your ask: Who are we?

MIAMI-DADE COUNTY

- Twenty five County Departments
- 28,000 employees
- 2.7 million residents
- 97.3 million annual visitors
Presentation Highlights

- Recruitment Strategies
- Attracting and Selecting Ideal Candidates
- Retention Challenges and Opportunities
- Questions and Answers
ISD Divisional Responsibilities

- Procurement Management
- Design and Construction Services
- Professional Services
- Business Services/Property
- Control/Materials Management
- Small Business Development
- Fleet Management
- Facilities Management
- Risk Management
- Real Estate
In the past year, the Procurement Management successfully filled 30 vacancies:

24 of which are new hires  6 promotional appointment

<table>
<thead>
<tr>
<th>Position</th>
<th>Number</th>
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<tbody>
<tr>
<td>Procurement Contracting Manager</td>
<td>4</td>
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<tr>
<td>Procurement Contracting Officer 2</td>
<td>3</td>
</tr>
<tr>
<td>Procurement Contracting Officer 1</td>
<td>4</td>
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<td>Procurement Contracting Associate</td>
<td>6</td>
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<tr>
<td>Procurement Contracting Specialist</td>
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<td>AE Consultant Selection Coordinator</td>
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<tr>
<td>Vendor Services Manager</td>
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<td>ISD Services Clerk</td>
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<tr>
<td>Procurement Analyst</td>
<td>1</td>
</tr>
<tr>
<td>Procurement Contracting Officer 2</td>
<td>2</td>
</tr>
<tr>
<td>Procurement Contracting Officer 1</td>
<td>3</td>
</tr>
</tbody>
</table>

Total: 24
Diverse Workforce

ISD, Procurement Management Services recognizes the strength of diversity in the workplace and considers this a significant factor in the success of the Department.

As of April 1, 2016 the PMS workforce was comprised of: Hispanic 44%, Black 36%, White 19% and other 1%.
Elements of Recruitment Strategy

- Diversity:
  - Ethnicity and gender (traditional)
  - Public and private sector experience
  - Recruitments with and without degrees
  - Variety of subject area specialization
  - Purchasing and non-purchasing background checks
  - Well rounded professionals
  - Recruits with potential
  - Leadership legacy
Recruitment Resources

- Miami-Dade County Website
  [www.miamidade.gov/emprel/](http://www.miamidade.gov/emprel/)
- National Institute of Governmental Purchasing (NIGP) National and Local Chapters
- Florida Association of Public Purchasing Officials (FAPPO)
- Institute of Supply Management (ISM)
- Colleges and Universities
- Word of Mouth
- Networking
Recruitment Panels

Composition of Recruitment Panel:

- Subject matter experts for specialized units, e.g. Transit, Competitive Acquisition Unit (CA), Information Technology (IT), etc.
- Inclusion of client department representative
- Supervisors, managers and internal business partners
- Diverse and balanced representation of the community we serve
Selection Process

- Open and competitive recruitments
- No Political “gifts”
- Structured interview process and questions
- Questions tailored to position level and subject matter expertise
- 2nd Panel Interview (optional): Comprised of hiring authority and other senior managers
Benefits of Employment

- Full disclosure of working environment and professional expectations
- Customer focus
- Attention to high quality and professional work
- Importance of transparency, integrity and fairness
- Passion for full and open competitive procurement processes
- Mission critical responsibilities for Emergency Operations Center (EOC)
- Team work and empowerment
- Work/Styles of management
- Flexible work schedules
Employee Benefits

All County Employees receive:

- A vast array of job opportunities with generous benefits including full medical, dental, vision, life and disability insurance; a 457 pretax savings plan; flexible spending accounts; 13 paid holidays (including your birthday), and 80 hours of Annual Leave and 96 Hours of Sick Leave as accumulated earned annually; membership in the Florida Retirement System; professional development; and a tuition reimbursement program.

- Certain salaries are supplemented with $50 bi-weekly pay supplements in accordance with bargaining unit agreements. Our facility includes an on-site employee fitness center and an on-site day care center.

Benefits Detail available at www.miamidade.gov/emprel/
Employee Benefits

- Personal consultations with Human Resources staff
- Competitive salary, and benefit and pay range disclosure
- Tailored professional development choices
- Certification Incentive Underway
- Overview of Procurement Ethics Expectations by Chief Ethics Officer
Is there a Magic Wand?
Recruitment **Success Factors**

- Integrity
- Leadership
- Professional competence
- Transparency
- Creativity
- Flexibility
- Teamwork
- Forward thinking
- High ethical standards
- Experience
Staff Retention

- **Structure Review:**
  Ongoing process to monitor the progression of our operational classifications thorough review of comparable benchmarks.

- **Administrative Leave:**
  Time off with pay for employees who have worked in excess of their work schedules and have performed in an exemplary manner.

- **Recognition:**
  A option to recognize employees who have fulfilled special assigned duties in a stellar manner.
Staff Retention

- **Team Recognition**
  Recognition for teamwork and teambuilding are made throughout our day-to-day operations. Rewards include: a one day vacation bonus by way of team “On the Spot” awards, Countywide "Employee of the Year" nominations, PMS, performance evaluations, merit increases, and the “You’ve Done Good Award”.

- **Lead Worker Status:**
  Pay incentive for completing additional higher level duties and effective parallel completion of current task.

- **Acting and Out of Class Appointments to Garner Experience:**
  Job sharing and cross training techniques offer a learning and personal development opportunity.
Staff Retention

- **Tuition Refund:**
  Provides employees enrolled in an accredited educational institution with the opportunity to be reimbursed 50% tuition costs for approved coursework.

- **Significant Personal Development:**
  Ensures 100% staff participation in at least one training event each fiscal year. National Institute of Governmental Purchasing (NIGP), Institute for Supply Management (ISM) courses, and other relevant courses, seminars and workshops have been identified to enhance staff competencies.

- **Certification Pay Incentive:** Encourages staff to improve their capabilities through obtaining professional certification as a means to compliment their professional skill sets and compensation.
Recruitment Panels

Composition of Recruitment Panel members:

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Employee Recognition Programs

• **Employee Service Awards**
  Beginning with the 5 year milestone and every 5 years thereafter, employees are recognized for continuous years of service/employment with Miami-Dade County. Cash bonus recognition begins for County employees in their 15th year of service and every year thereafter, as a percentage of their salary. Board of County Commissioner Recognition for 25, 30 and 35 years of service.

• **Special Recognition Increase**
  Department Director nominates qualified employees for an additional pay step and recognition for a job well done.
Employee Recognition Programs

- Employee Suggestion Program (ESP)
  The ESP formally recognizes employees who make suggestions that are successfully adopted by the County. Several hundred new proposals are received from our workforce every year and more than $1 million a year in cost savings has been recorded almost annually. ESP also recognizes employees who knowingly support, advise and encourage others to submit their ideas through ESP by awarding them “All-Star” recognition certificate.

On the Spot Program
“On the Spot Award” brings recognition right to the employee on-the-job.
Leadership Development

- Focus on Coaching, Mentoring and Management Experiences
- Modeling Professional Approach to Problem Solving
- Interdepartmental Meetings
- Presentations at Outreach and “In” Reach Events -Targeting Internal Customers and Vendors
- Spearhead a Variety of Internal Training Sessions
- Develop Subject Matter Expertise within the Team
- Former Staff in Leadership Roles in Other Jurisdictions
Questions & **Answers**

THANK YOU FOR PARTICIPATING

Miami-Dade County Salutes FAPPO members!
Contact Information

Miami-Dade County - Internal Services Department

Procurement Management Services Website:
www.miamidade.gov/dpm

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Thank you for your interest!