



MINUTES OF THE CITY OF MIRAMAR COMMISSION WORKSHOP

October 16, 2019

6:00 P.M.

A Workshop of the Miramar City Commission to discuss Compensation & Classification Plan was called to order by Mayor Messam at 6:13 p.m. in the Commission Chambers, Town Center, 2300 Civic Center Place, Miramar, Florida.

Upon call of the roll, the following members of the City Commission were present:

Mayor Wayne M. Messam
Vice Mayor Alexandra P. Davis
Commissioner Winston F. Barnes
Commissioner Maxwell B. Chambers
Commissioner Yvette Colbourne

The following members of staff were present:

City Manager Vernon E. Hargray
City Attorney Burnadette Norris-Weeks
City Attorney Norman Powell
City Clerk Denise A. Gibbs

CITY MANAGER HARGRAY: Mayor, Vice Mayor, Commissioners, for probably over 25 years the City has been struggling with properly compensating employees with salaries, as well as benefits. Many times, it has been subjective, based on somebody's feeling about an individual, or wants someone to get a promotion because of relationships, and it's been carrying on for a long time, even with us having a firm come in and do a study. It still be became an issue when staff itself started infiltrating and changing the rules. One of the challenges that I gave Mr. Cross was to take a look at all the issues that we have been facing in HR (Human Resources.) It's been going on for a long time, because I can look back 22 years and know that some of the same issues has been there, and give me a strategic plan of all the things that we need to address, and this is one of the high priority items that's important to all the employees. At this time, I'm proud to say that Mr. Cross and his team have really put a strong effort, a fight all the way to the finish with me and Shaun, but the product I think that sets a trend for the future of Miramar. Mr. Cross.

Human Resources Director Randy Cross gave a PowerPoint presentation on the subject item, as detailed in the backup, highlighting the following:

- The abovementioned project was one he worked on for a short while when he started with the City as an intern in 2002, so it was a pleasure to complete the project and present it to the City Commission
- Special heartfelt thanks to Elizabeth Pinnock, who did the majority of the work, as well as Antoinette Beckford, Melanie McLean and other staff members who helped
- An HR classification plan (the plan) was one of the core functions of how HR management worked, as everything centered around the job description: how an employee was recruited, compensated, and evaluated; the plan was a system used to put similar jobs together, so as to group them together, pay them similarly, and make comparisons; a plan was required in Chapter 16, Article 3 of the City Code, the Civil Service Rules, and it required the HR Department to update the plan periodically
- The City had 464 full-time and part-time employees who were grouped into 352 job classes distributed amongst 49 grades
- The purpose of the study was to start with non-represented employees and analyze the system currently in place for that group; almost every other person in this group had a different job title and description
- One of the main priorities of the study was to find a way to consolidate the job classification, so it was simpler to manage, to flatten the system to have less layers in the organization, and put controls in place, so the City could control costs
- In 1999, the City hired a consultant firm DMG to put together the job description; when he started with the City, those were the job descriptions being used and, as the City changed over the last 22 years, job descriptions were adjusted on a case-by-case basis rather than via a holistic approach
- In 2011, HR staff, internally, made attempts to take a holistic approach, but they were unable to get the effort completely off the ground
- In 2013, a consultant was hired to complete that study, but it was never implemented
- The past failed efforts were due to administration changes and priorities, costs to implement some of the studies, and other complications; this led the HR Department to continually struggled to maintain consistency and maintenance of the City's classification plan, using its own internal resources; every time they received a reclassification request, whether it was through the budget process or outside the budget process, it required a full-blown independent study for just that job that included doing a market survey and an internal equity study to be able to decide whether or not a reclassification was warranted; this was due to the City having no system, a standard framework in place that could be used to expedite that process
- The study began in August 2018, for which Ms. Pinnock was brought in to assist with that process, and the result was the following findings: the need to put in place

a consistent methodology, so the HR Department could manage the plan; the unrepresented employees group was very much out of alignment; the plan was not always consistent with the market; that is, how much the City was paying its employees through salary and benefits when compared to its competitors in the job market, with whom individual candidates might seek employment; the City's philosophy for its plan changed over time with different administrations having different ideas and models on how employees should be compensated; the existing plan lacked the capacity to create a succession plan, as many of the City's positions were not designed for professional growth, and where any such opportunity existed, it was not consistently applied; the lack of consistent maintenance likely led to the issues identified in the study itself

- Such studies were done in two parts: an internal equity part, exploring and comparing why jobs were paid what they were paid, and how they stacked up against each other; within local government, there were numerous industries, such as engineering, police, fire, social workers, chemists, etc., a wide range of professionals and quasi-professionals; HR had to figure out how everyone in these various industries should be compensated consistently
- For the study, the non-represented group was broken into four levels: entry level or administrative, management and professional, leadership (assistant directors and directors), and executive (the City Manager's executive staff); about 50 positions were benchmarked as common across most surrounding municipalities; a market analysis was done, along with an internal equity study to compare the positions; the tasks involved in the study included starting with information from previous studies as a baseline; the PEPIE Survey was a survey the City participated in every year, along with 40 or 50 other municipalities in South Florida that provided compensation data for the benchmarked positions
- Staff looked at the City's existing plan and code for ways to make recommendations to improve the plan; they developed an approach on how to classify the jobs, reduce and consolidate grades to devise a simpler system; each job description was reviewed, a laborious task that was ongoing, and this process included meetings with management staff, the union and union leadership, and speaking with employees; policies and procedures were developed as part of the study to help maintain the process going forward; a final report was generated that was currently before the City Commission
- One of the apples to apples comparison used when looking at salary range was the midpoint; that is, how long it took to get to the middle and what was that amount, and an accumulative formula was used; this method was done for the four categories and helped design the salary ranges included in the study, so those ranges were consistent with the market and did not create too much change amongst existing employees
- In a regularly maintained classification plan, there would consistent growth from grade to grade, with maybe a five percent difference between grades.

Elizabeth Pinnock continued the presentation as follows:

- They used the Broadbanding system and the Point Factor system; the former was the consolidation of many narrow pay ranges into less wider ranges or pay bands, and the advantage of using this system was it streamlined the hierarchy by reducing the number of levels or layers within the organization, provided greater flexibility for organizations to make and administer pay decisions that were fair and equitable when coupled with the job classification, and it provided a clear understanding of the pay classification levels; the plan would decrease from about 48 pay grades to ten, ranging from SL-1 to SL-10, with SL 1 to SL-2 being entry level and administrative support, SL-3 to SL-5 was management/ professional, SL-6 to SL-8 was leadership, and SL-9 to SL-10 was executive
- The Point Factor Analysis (PFA) system was used to prevent the random assignment of positions, titles and pay, as it was objective, scientific and justifiable; it helped delineate critical knowledge skills and abilities from the excessive amount of information that was often presented by the less objective method of simply comparing job titles and summaries; 13 factors were used to assign scores or points to score the position not the person in the position, as indicated in the handout example sheet distributed to the Commission members; scores were weighted according to the position's significance to the City
- They started with the job description, did desk audits with each department, and this entailed meeting with the directors and assistant directors and their management team of each department to assess the positions and their titles within their department; they did comparisons with job descriptions in HR versus what the actual work being done under that position and determined whether that was the desired tasks for that position.

Mr. Cross resumed the presentation as follows:

- The majority of the employee positions had gone through, were going through, or would be going through a desk audit, so it would take months to complete
- For the 2021 budget process, they anticipated the results would be recommended changes resulting from the analysis of each job description, and they would be reflected in the 2021 budget; if a position was found to be above salary range, they would not become eligible for a pay increase unless they were promoted into a different job class; some employees might fall under salary range and would require their salary to be adjusted up; any monetary change would go through the standard review done that went through budget and the Manager's office, and it had to be absorbed within the current budget or included in the 2021 budget for the Commission's approval
- The next step was to present the findings to the leadership of the G.A.M.E. Union to see if they were interested in doing a similar process and, if they were, redesigning and reconfiguring some of the analysis for positions that were more consistent with the bargaining unit, doing the study, then rolling out the changes in that area and making recommendations to the Union; this could require some type of impact bargaining, depending on the costs, as well as possibly meeting with the Public Employee Relations Commission (PERC) to work through the process, but

this would be with the cooperation of the Union, assuming they were interested in utilizing the study

- Getting the study going and taking action based on the findings was one of the key things that helped HR do a better job at properly providing compensation and classification for the employees, manage employee performance, make recommendations, be more strategic on how organizational charts were prepared and presented, and what the flow of the organization looked like.

Ms. Pinnock mentioned she was a member of the 2013 consultant team, so she understood some of the past challenges, and having that background knowledge enabled her to see where the holes were, so she could help to fill them.

MAYOR MESSAM: Okay. I'd like to thank Mr. Cross and Ms. Pinnock for the presentation. As you stated, it was a long time coming and, obviously, as it relates to personnel and City staff, one of the more important aspects, just for an employer in any industry, is to normalize and standardize the classifications of positions' compensation, and providing a pathway for upward mobility that is more based on objectivity. Obviously, there's some subjective elements to it, but, thank you, and I'd like to thank the City Manager for taking on this issue and directing staff for leading this issue in this initiative. At this time, are there any questions from the Commission regarding the presentation? Commissioner Barnes, you're recognized.

COMMISSIONER BARNES: As I asked in our meeting, Randy, how did we function without this?

MR. CROSS: We used the system that was in place back from when DMG was brought in, and it was really just more of using that as a baseline. And as I said earlier, like so if we would get a reclass request, we would have to do an independent study for just that position, test the market for that position, look internally to see what the changes that we were recommending, how that would impact other positions, and then do that type of analysis, and use what was currently in place as a go by, a baseline. But, as you change one little area and try to keep that consistent for that area --

COMMISSIONER BARNES: It Backfires.

MR. CROSS: -- it might have effects in other areas that we sometimes would fine, that we would make a change in one area, and there are unintended consequences with employees that were now not compensated consistently with this decision. So this is a holistic approach, it gives us a framework that will help keep that in check.

COMMISSIONER BARNES: And a question for Ms. Pinnock. You sought to highlight the fact that the scores for, say, a director and budget manager, the scores are what the position attracts and not what the individual would. Please highlight that again for us.

MS. PINNOCK: If you look at your -- that's why I included the job description. Because if you looked at the job description, and then you look at the analysis sheet, so right off the bat, we're looking at a high school diploma is only worth ten points in the scoring. You remember this -- do you have -- it's in your -- okay. This sheet, Commissioner, okay. Associates degree is worth 20 points, a multiple discipline qualification, certifications or licenses are worth 30 points, a bachelor's is worth 40 points, a master's is 50, and a degree plus the multiple is worth 60. So, automatically, the budget director scored higher in education, because it's required for that job description to have a match.

COMMISSIONER BARNES: So once he comes in with those qualifications, he automatically gets that score?

MS. PINNOCK: The position gets that score, right. So what it helps us with is because, say, the Manager only requires a bachelor's degree, and the scoring of the position, we know that a bachelor's degree is only worth 40 points. But what you see here is you have the ranges, so if I'm going to bring a manager in, and say that manager happens to have a master's, and our minimum for a budget manager is three to whatever years, right, and they have ten years, okay, so that gives us a negotiation that we have here within this parameter only. So the max for a manager is 105, the min for a manager is 70, so we can pay within that -- if they meet the absolute minimum requirements for the position, then we know, at least the 70. If they have a little more --

COMMISSIONER BARNES: It starts going up.

MS. PINNOCK: It makes sense. And then we can say, "Okay. We'll pay this person 85 based on their experience, as it relates to the job description only and nothing else, so that's where we're keeping that objectivity and removing the subjectivity from -- when we're hiring new team members moving forward. Does that answer your question, Commissioner?

COMMISSIONER BARNES: Mm-hmm.

MAYOR MESSAM: Vice Mayor Davis, then followed by Commissioner Chambers.

VICE MAYOR DAVIS: Again, I'd like to thank staff. I know you had gone through it with me previously, at least Randy did, and it's good to see Ms. Pinnock back, a very talented young lady. She had assisted when we had our Youth Apprenticeship Program and was very instrumental in getting that off the ground, and I know we've had several studies, in terms of human resources and classifications, and we're just here now with this, so this is great. And it's good to know that it's basically done in house, instead of having to farm it out, and hopefully we'll use this, along with the rest of the HR team to make everything better even for our G.A.M.E. employees as well. Thank you so much, appreciate that.

MS. PINNOCK: Thank you, Commissioner.

MAYOR MESSAM: Thank you, Vice Mayor. Commissioner Chambers, you're recognized.

COMMISSIONER CHAMBERS: Thank you, Mr. Cross, for always have a good presentation. And now Ms. Pinnock, thank you, welcome back.

MS. PINNOCK: Thank you.

COMMISSIONER CHAMBERS: Folks, this is what I talk about all the time. The quality of talent that we have here at the City of Miramar is great. Sometime it's hidden, sometime it's not being recognized, sometime it gets pushed back or pushed down. This is someone who gone from here for a while, but it's always good to bring people with great talent back, so we greatly appreciate it. Now I must ask, this is a big undertaking. This is not no, as they would say in Jamaica, chicken feed. So how much work and time did you put into this, and how much of the percentage of the work was delegated to you to get done? You had a team with you or? I guess a lot of it, I guess, fall on your shoulders, but you must be commended, and I'm proud, so I hope your staff and everyone else was recognized how much you have to offer to this great City of Miramar, so thank you. I have a question, and maybe this go to Randy. For someone who's redlined, I know we have a COLA in place. How does the COLA go with someone who's redlined?

MR. CROSS: The comprehensive pay plan for an employee that's redlined is, instead of having to pay -- earned as something that increases their base salary, it's paid out in a onetime lump sum check. So what that means is it's -- if you were making \$50,000.00 a year and you got a one-percent COLA, so you would go to -- you'd get \$500.00 added to your base salary, if you were redlined at \$50,000.00, you would get a check for \$500.00, so your base salary itself doesn't increase.

COMMISSIONER CHAMBERS: Okay. All right. Thanks and looking forward to moving forward with this project, thank you. Thank you once more, Ms. Pinnock.

MAYOR MESSAM: Thank you, Commissioner Chambers. Commissioner Colbourne, you're recognized.

COMMISSIONER COLBOURNE: Yes. Thank you. I'd just like to echo my colleagues in thanking you both, and all the staff that worked on it for a thorough review, and not just a thorough review, but actually presenting it to us and explaining to us. I just had a couple of questions. Were there any immediate impacts on employees? Or when will we start to see the impact?

MR. CROSS: Part of the results in the study did show certain employees, I think there were six, that would have adjustments, but, as I explained in the presentation, that -- in order for those to be implemented, they'll be routed through the regular process to see if there's funding in the budget to absorb those increases, and we'd go to the manager for

approval, just like any other reclass or any other standard business change that we go through during the course of a fiscal year.

COMMISSIONER COLBOURNE: So they were all increase? There was no --

MR. CROSS: There were a few that were redlined as well.

COMMISSIONER COLBOURNE: There are some redlines that are happening immediately as well?

MR. CROSS: Yes.

MS. PINNOCK: In some positions that we were able to -- because the City Manager also identified a new position, the administrator, and that helps significantly, in terms of minimizing the fiscal impact. Because a lot of the persons that may have been in a certain position were really more qualified for the administrator position. Basically, we transition them into the administrator position, keeping their salaries where they were, without having to touch them at all, and that made no impact whatsoever. That was just phase one, and then phase one did include SL-6 through SL-10, so that's pretty much half of the study, and it was very minimal impact with those.

COMMISSIONER COLBOURNE: Okay. On the administrator position, I'm looking at the different classifications. The administrator position is higher than the manager position?

MS. PINNOCK: Yes, it is. The City Manager created that position specifically to fill a gap. What has been happening is that sometimes, over the course of the history in the City, persons would just be just kind of jumped into, maybe, assistant director role, or into the director role. The City Manager himself did his own study with his directors to kind of assess if you were to be out of your position for two weeks or three weeks, ill or whatever, is your assistant director qualified or able to do your job in your absence, or is there an assistant director. What he came up with was this administrator in his capacity, and the City Manager's vision is that this is the lowest level of executive, and it's a growth road for that person, so this is a succession plan, if you will, for leadership. Basically, they're starting from administrator, and then they'd be trained and educated, or whatever the case may be to move up into assistant director, and then director and so on. The positions that we already have, I know your next question, that exist in the City that have the title administrator in them we've been making adjustments with those position titles within the HR Department.

CITY MANAGER HARGRAY: Mayor, Vice Mayor, Commissioner Colbourne, this has been tested and proven. You have two employees that you remember, Tom Good and Hong Guo; I made them administrators, and then they went to assistant director, and then they became director, because, at the time, they were not ready lead there, so we start building the foundation, which we called a succession plan.

COMMISSIONER COLBOURNE: I guess my question is the term administrator, since this is based on a study, and you compared it to other areas and other positions. The classification "administrator" just sound like it's a position I've heard in other places, which is lower than a manager position, which may be somewhat misleading to have a person as an administrator, when maybe they applied for a job somewhere else. They might be holding a higher position that is really recognized other places, so that really was my concern, in terms of how you obtained that title, but you did answer how you obtained the title, so I accept your response. I did have one other question, but I'll let you go, because I think I misplaced my notes here.

MAYOR MESSAM: Thank you, Commissioner Colbourne. I have a couple of questions in regards to -- just to get an insight of your assessment with the directors when you met and talked about or, I guess, inquired about the actual job descriptions to solidify this component of the study. What was the prevalence, in terms of actually meeting and speaking with the directors about a specific job function or job description where you found where the person was actually -- who was doing the job was either -- their duties and job function was above the job description and their compensation, or below what they actually were doing, but the job actually requires a little bit more, but it was not required of the staff?

MR. CROSS: So that was part of the benchmarking, and that did occur. I can tell you, anecdotally, I would say not extremely frequently, but it's there, and it goes back to some of the inconsistencies, like I showed in that one chart, where maybe the top of the salary range for one grade was significantly higher than the next couple. That could have been because at one point in time, there was an employee who was promoted or given a raise, and instead of redlining the employee when the group would get a COLA, for example, they would just raise the salary rate to be high enough to absorb that person. These types of inconsistencies on how we applied compensation has been fairly regular across the board for the non-rep group, so there has been times, and as Liz goes in and does these S audits on every individual position over the next couple months, we'll get a better handle on where those types of situations exist beyond the benchmark positions. That's where we'll capture that information and come up with recommendations to properly place those job descriptions in one of these ten salary bands.

MAYOR MESSAM: My second question, in regards to the factor scoring for education. Oftentimes, an individual may obtain a, let's say, a bachelor's degree or whatever higher education that they may have obtained, and it's not necessarily related to the actual job that they're doing. How does the scoring factor -- and obviously there are some technical positions and job features that you have to have. For example, if you are an engineer, you, perhaps, should have an engineering degree to be an engineer for the City of Miramar, but there are some positions that, for example, someone may have gotten a degree in a particular discipline, but their job function is in a totally different aspect of what the City needs. How are we factoring the scoring for those scenarios?

MR. CROSS: What happens there is a couple things. One thing is it's driven by the job description and the job design, so if the position requires, like you said, a very narrow degree to perform the services that are in the job, there's really not a lot of latitude to accept a different degree for that position. If the position is more of an entry level position -- I'm a good example. I got my undergrad in psychology from University of Central Florida, and I got hired here as a graduate intern in human resources. There might be some correlation between psychology and human resources, but it's not directly, so those job descriptions have a catchall, if you will, that says if you have some combination of experience and education, that gives you the baseline requirements. I had worked in a City prior to my employment here, so that was enough to qualify for the entry-level position, but it still had a degree, but it wasn't exactly attuned to the industry I was applying for. It really is a case-by-case basis, depending on the level of the position within the hierarchy, and the level of specificity that's required from the degree, like you said with an engineer, for example.

MAYOR MESSAM: For example, if someone has a business degree, for example, in marketing, but they are applying for, let's say, an entry position in the Finance Department, obviously both disciplines marketing and finance are in the college business. There is some -- there will be some exposure for the marketing professional in finance, just by nature of getting a business degree. However, I would imagine that if two candidates are applying for the job, that the individual actually with a finance degree would score higher than the person who is coming in with the marketing degree, and our system would dictate that that would take place, correct?

MS. PINNOCK: Exactly. That's where our human resources role comes in, because that's our job, right, to assess the candidates that are applying for the positions. If you're applying for the position of finance, and your degree is in marketing, and you have no experience in finance, then nine times out of ten, you won't even be called in for the interview, maybe we'll tell you to keep looking on our website, we have marketing positions, but you won't qualify for the finance positions.

MAYOR MESSAM: Thank you. Commissioner Colbourne, did you find your question?

COMMISSIONER COLBOURNE: I did, thank you. You talked about hiring new team members, so is it pretty automatic that you would start out as an entry level, unless you have some other reason, or do you start out, just in general, based on what you're bringing to the table?

MS. PINNOCK: And so that would depend on the position that the candidate is applying for.

COMMISSIONER COLBOURNE: Okay, so all positions, as a rule, would not start out at the entry, at the first, at the early, at the lower salary?

MS. PINNOCK: Right. If we were to post a posting right now for an HR Generalist, that's not an entry level position.

COMMISSIONER COLBOURNE: You would post that position, and you would put a salary range, is that correct?

MS. PINNOCK: And the requirements for the position.

COMMISSIONER COLBOURNE: Someone new to the City would not automatically start at the lower rate?

MS. PINNOCK: Exactly. They would start at the page range that's requisite for the position.

COMMISSIONER COLBOURNE: If there's someone already in that position who they may be doing the same job for five years, this person may come with six years, equal degree, six years of experience, but at another location, somewhere other than here in the City. I would assume that that person wouldn't necessarily make the same amount of money as the person who has been working here for five years, or would they make more because they have an extra year of experience?

MS. PINNOCK: Actually, this one relates to me personally. When I first started here in the City, I had the degree, I had everything that you need, the years of experience, the only thing I was missing -- I'm coming from corporate America, so I didn't have the government experience. When my previous director decided on what my pay range would be, he did it based on the fact that I would have to have some type of training or be brought up to speed in the municipality in HR versus corporate, because it is different, as I'm sure that you're aware. We make those kinds of adjustments for the candidate based on those types of things, if that kind of answers you a little.

MR. CROSS: The other part of it is, there's a couple of different things at play with what you're asking. Number one is the classification system, which we're presenting this evening, which talks about how do you design the job, and then come up with the appropriate salary range for the job. That's one piece of it, and that's what you use for the job description to advertise for the position, let the public know what the minimum requirements are and what the salary range is. When someone comes in as a candidate and interviews, versus another candidate that comes in and interviews, that's the recruitment process, so now you're already within the confines of the classification system, because that's what was advertised. Each individual person is going to have their salary based upon one of two things; number one, there are requirements in the City code that you only have a very small room to negotiate a salary; I think it's ten percent above the base. If you're going to go beyond that, it would require City Manager approval, and requires significant justification to authorize that, so that's one piece; there are other regulations that put some controls and barriers there. The other thing is it's not only what your experience and resume is, there are other factors to be considered: your fit for the

organization; your attitude, personality, other things that are important to hiring a manager to see whether or not you would be a good fit or best fit for the team that you're being hired into. Those are also things that might drive some of that, all things being equal.

COMMISSIONER COLBOURNE: I think you brought some clarity to it. I was concerned that someone will come in with similar experience, and maybe because it was more years that they would fall into a higher number. I think the other concern you may have addressed it as well, which is if you're not bringing in someone at the entry level, you're just bringing them in the middle of the range, then how long will it take for them to get to that top, and then they don't have any incentive when it comes to pay. How long will it take for someone to go in the entire pay range if they start at the first?

MR. CROSS: These salary ranges for the non-represented group don't have status, so it's really based on whatever each year what's offered in the Comprehensive Pay Plan, if the employee does anything exceptional.

COMMISSIONER COLBOURNE: Do you have an estimate as to how long it will take to get to the top? Because if you don't, then if it takes five years, after you have someone here for five years or four years, they're ready to move on to something else.

MR. CROSS: To help answer that, these ten ranges, salary ranges, are broadband, so they're a very wide range based on the market study. The idea that you would achieve, especially if you started at the minimum salary for that range, it would take a lot more than five years with raises.

COMMISSIONER COLBOURNE: But that's what I was asking. What do you estimate that it would take to get through the pay range?

MR. CROSS: It could take a career if you stayed at that same range. Some of the bands are 30 to 50 percent, so if you figure you started at \$50,000.00, and you're averaging three-percent raises a year, if you get to the top out, which is \$75,000.00, it could take you years to increase.

MS. PINNOCK: We actually have had that discussion, based on the bands. It's a longer time period than five years, definitely.

COMMISSIONER COLBOURNE: Well, I've worked in HR as a professional, and we could be here all day, but I feel people moving around here, so I think our time is up. Thank you very much. Good job.

MAYOR MESSAM: I would take another question from Commissioner Chambers.

COMMISSIONER CHAMBERS: Thank you. Ms. Pinnock had said something, and I just curious. I'm going to ask a question. Let's say someone like you have a ten-year experience with all the degrees required for a job in HR, and someone have ten-year

experience in HR in government, but you are coming from corporate with the degrees, how would that work in terms of applying for the job?

MR. CROSS: That's a little more along the lines of the answer I gave prior, where it's really going to be more along the recruitment process, the interview; and, as a hiring manager, which is a whole other conversation, you have other things to consider. Maybe the person has an exceptional skill set, even though they're coming from private, that transfers over to the public sector, and maybe they don't. Maybe they don't have experience like in HR, maybe they don't have experience with labor, because in the private sector there's not a lot of unions in Florida.

COMMISSIONER CHAMBERS: Let's say she have HR in the private sector for ten years, plus the degree, and now the other person only have experience in HR for ten years, no degree, and it's just a matter of in a week or two getting up to speed as to how, on the government side, how HR runs. It shouldn't be five years, it will be another month or two.

MR. CROSS: That could be significant.

MS. PINNOCK: Yes, absolutely. I see the point that you're making, and actually that could be the opposite of what Commissioner Colbourne was saying, is that if you have a candidate, such as myself, that comes in with extensive years of experience from the corporate side, because HR is HR is HR. If I'm coming in without municipal experience, would I be able to move up quicker, is what you're saying?

COMMISSIONER CHAMBERS: Right. Let's say both applicants are coming from outside, and both of you applied for the job, how do we choose one of those applicants?

MS. PINNOCK: Well, we have something in HR, and HR term, transferrable skills, so Commissioner Colbourne is familiar with this. Basically, we're looking at what each candidate brings to the table. One of the reasons I'm back here before you today is because one of my skill sets, or strong skill sets that we haven't had in the City before is the comp and class piece. HR runs like doctors and attorneys; we have specifications, so you wouldn't ask a podiatrist to do something that you need your dermatologist to do, right? I'm the person that my expertise or my area is comp and class, so I bring that big piece to the table, and we know that that's a big piece that the City of Miramar needs, so, obviously, that's going to have a significant impact, in terms of how you would bring me into the fold, versus someone else that may not be a comp and class expert, if you will. Makes sense?

COMMISSIONER CHAMBERS: Make sense. Another scenario, say someone coming from outside with HR experience, and someone coming in with ten years, someone coming in with eight years, but with also degrees, would the person with the degree edge out someone with the ten years, eight years, and all the degrees?

MR. CROSS: It's not only the years of experience that's considered. It's the interview. It's how that person is going to fit in the organization, what specific skill sets does that person bring within the general field or industry that they work in, and what do you need in the organization. We might be looking for someone who specializes in comp and class, and you get ten people that apply, and they all have similar years of experience and degrees, and they have all different backgrounds. One might have benefits, one might have recruiting, different areas of expertise, but we're looking for comp and class, so we would focus on the candidate that best represents the need of the organization. That would win out probably more than years to a certain degree.

COMMISSIONER CHAMBERS: Thank you.

MAYOR MESSAM: All right. Thanks so much Commissioner Chambers. At this time, we have actually run into the start of Commission meeting, so I'm going to call this workshop to adjournment, so thanks again for the presentation, and thank my colleagues for their questions.

ADJOURNMENT

MAYOR MESSAM: The workshop is adjourned.

The meeting was adjourned at 7:04 p.m.

Denise A. Gibbs, CMC
City Clerk
DG/cp