




MEMORANDUM  
OFFICE OF THE MAYOR

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**DATE:** July 24, 2007

**TO:** Honorable Chairman Bruno A. Barreiro and Members,  
Board of County Commissioners

**FROM:**   
Carlos Alvarez, Mayor  
Miami-Dade County

**SUBJECT:** Appointment of Interim Human Resources Director

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I am pleased to announce the appointment of Corinne Brody as Interim Human Resources Director, as detailed in the attached memorandum from the County Manager. I am quite confident in her unique abilities to transform the former transaction-oriented Employee Relations Department to a more modern Human Resources (HR) function. Corinne's has vast experience and education that will make HR a strategic partner, management consultant and resource to other county department.

Please join me in congratulating her in this new role and thanking her for taking on this additional assignment.

Attachments

C: Honorable Bennett Brummer, Public Defender  
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit  
Honorable Katherine Fernandez-Rundle, State Attorney  
Honorable Harvey Ruvlin, Clerk, Circuit and County Courts  
Marvin O'Quinn, President and CEO, Public Health Trust  
Robert Cuevas, County Attorney  
George M. Burgess, County Manager  
Denis Morales, Chief of Staff, Office of the Mayor  
Assistant County Managers  
Robert Meyers, Executive Director, Commission on Ethics and Public Trust  
Christopher Mazzella, Inspector General  
Charles Anderson, Commission Auditor  
Department Directors

# Memorandum



**Date:** July 24, 2007

**To:** Honorable Carlos Alvarez  
Mayor

**From:** George M. Burgess  
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess", written over the printed name of George M. Burgess.

**Subject:** Department of Human Resources Interim Director

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I am recommending that Special Assistant Corinne Brody be appointed Interim Director of the Department of Human Resources (HR) formerly the Employee Relations Department effective immediately. As you know, we embarked on a national recruitment for this position. While there was a great deal of interest and several qualified candidates competed for this slot, I believe that the best person for this position at this point in time is Corinne. During this time she will serve in a dual capacity as Special Assistant/HR Director and continue reporting directly to me.

Since 2003, through initiatives driven directly by my office, we have made progress in employee development and training, as well as in holding County executives and middle managers more accountable for the product of their work. But, more needs to be done. Because of her experience in this office, Corinne will be able to focus on cross-cutting initiatives that affect the entire County organization and its workforce well into the future. She will begin modernizing the County's human resource functions by developing and implementing business process reforms in HR. To achieve real progress, these initiatives must be driven by our office. It is imperative that County stakeholders understand how important the human resource function is to an organization's long term success. Corinne is uniquely qualified to bring HR forward into our already successful strategic management initiatives we have been implementing over the last eight years or so.

Specific charges for Corinne in this interim capacity (short-term) are listed below. I have asked her to provide an assessment of the department within 60-90 days.

- Work with departments and OSBM to address workforce transition issues
- Re-evaluate our recruitment efforts and develop internal and external aggressive recruitment strategies that will help to find, attract and retain quality talent to fill vital key positions
- Continue work in a leadership role on the implementation of the Enterprise Resource Planning (ERP) Recruitment software and develop plans for further roll-out of automated time collection
- Work together with Howard Piper, Special Assistant for Management and Performance, to implement new and improved procedures for Tuition Reimbursement Program to ensure better management and oversight
- Work with the Government Information Center to develop an internal communications plan for County employees for improved communications at all levels

Other long-term goals for the department include:

- Assess staffing levels and re-design the departmental table of organization
- Improve quality of our recruitment and training efforts and re-vamp the new employee orientation program

- Continue our efforts to develop executives, managers, and supervisors in areas directly related to improving the performance via a development program that focuses on delivering results that matter
- Work with County departments to build a countywide succession management plan and talent management program ensuring diversity in our County workforce and advancement opportunities
- Develop and expand the management trainee programs to include County employees as a way to mentor and groom future County administrators
- Expand process reforms utilizing ERP technology and employee self-service to enable reforms and efficiencies
- Review, consolidate and modernize County personnel rules
- Expand the use of a job-specific, measurable evaluation tools throughout the organization to hold County employees accountable for their work performance
- Assess the effectiveness of improvements made to the executive appraisal process and forms and implement enhancements to refine goal-setting and the evaluation process, including middle managers
- Review our current employee rewards programs and develop an integrated system with appropriate incentives for excellent performance
- Review/consolidate job descriptions/classifications
- Address potential future compensation challenges and issues and strengthen the Labor Relations Division
- Develop strong performance metrics to assess effectiveness of our human resource programs

Ms. Brody joined Miami-Dade County in 1990 to create an internal consulting function within the government. She previously worked for more than nine years in the private sector as a management consultant for government services, health care, insurance, utilities, and manufacturing. Throughout her career her work has focused on process and procedures review, systems design and installation, organizational studies, management reform, and strategic planning. As Special Assistant for Strategic Management Initiatives, Corinne is primarily responsible for the development of innovative management practices and their roll-out. Her specific areas of focus include strategic planning, business planning, performance measures reporting, ERP, executive training and countywide results oriented initiatives. Ms. Brody holds a Bachelor of Science Degree from the Wharton School, University of Pennsylvania where she studied management and economics.

She has been a valuable member of my team since day one and I know she will do exceedingly well in this capacity.

C: Denis Morales, Chief of Staff, Office of the Mayor  
Susanne M. Torriente, Assistant County Manager