



# Human Resources Committee Meeting

Monday, January 23, 2012

The Children's Trust  
3150 SW 3<sup>rd</sup> Avenue, 8<sup>th</sup> Floor  
Conference Room A  
2:30 p.m. – 3:30 p.m.

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Maria A. Alonso  
Chair  
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Vice Chair  
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Dr. Gina Cortes-Suarez, Chair  
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Nelson Hincapie  
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President & CEO

County Attorney's Office  
Legal Counsel

## AGENDA

- |           |   |  |
|-----------|---|--|
| 2:30 p.m. | <b>Welcome and opening remarks</b>  | Dr. Gina Cortes-Suarez<br><i>Chair</i> |
| 2:35 p.m. | <b>Approval of November 8, 2011 Human Resources Committee Meeting Minutes (Pg. 2)</b> | Dr. Gina Cortes-Suarez<br><i>Chair</i> |
| 2:40 p.m. | <b>Discussion of selection process of President/CEO</b>                               | Dr. Gina Cortes-Suarez<br><i>Chair</i> |
| 3:00 p.m. | <b>Current Job Description President/CEO (Pgs. 3-5)</b>                               | Dr. Gina Cortes-Suarez<br><i>Chair</i> |
| 3:25 p.m. | <b>Next Steps</b>   |  |
| 3:30 p.m. | <b>Adjourn</b>  |  |



## Human Resources Committee Meeting Summary

November 8, 2011

4:00 p.m. – 5:00 p.m.

Committee members in attendance: Dr. Gina Cortes-Suarez (Chair), Terria Flakes, Lileana de Moya, Nelson Hincapie and Mario Alonso

Legal counsel in attendance: Maria Arista-Volsky

Staff in attendance: Modesto Abety, Charles Auslander, Joanna Revelo, Jolie Jerry, Loretta Duvall, Bevone Ritchie, Dalia Garcia, Dr. Lori Hanson and Muriel Jeanty.

Guests in attendance: Bob Bromberg

Meeting was called to order at 4:10 p.m. by Dr. Gina Cortes-Suarez.

### Discussion Items:

- ❖ *Discuss lifting Hiring freeze*
- ❖ *Staff Hiring for 2011*
- ❖ *Discuss pending President/CEO retirement – March 2013*
- ❖ *Adoption of the policy and process to evaluate President/CEO*

The following actions were taken at the Human Resources Committee Meeting on November 8, 2011:

- **Motion to approve the January 27, 2011 Human Resources Committee meeting minutes was made by Maria Alonso and seconded by Dr. Gina Cortes-Suarez. Motion passed unanimously. 4-0.**
- **CEO shared with the board of his intentions to lift the hiring freeze and requesting their approval.**
- **Discussion about staff hiring and some vacancy positions to fill out such as the Chief Health Officer, the Senior Program Officer in charge of Neighborhood and Community services, and a number of employees who have left for one reason or the other. Request to proceed was approved.**
- **Discussion about pending President/CEO retirement in March 2013. The Committee will schedule another meeting early January 2012 to put a strategy in place and start the search for a replacement.**
- **Discussion about the policy and process to evaluate the CEO. The Committee made some suggestions for the staff to revise some sections of the performance appraisal.**

Motion to adjourn the meeting at 5:13 p.m. by Nelson Hincapie and seconded by Maria A. Alonso.

**The Children's Trust  
Job Description  
2003**

**Position Title:**                   **President /Chief Executive Officer**

**General Description:** This is the lead administrative position for The Children's Trust that is responsible for overall operations of The Children's Trust under the policy direction of its Board. This position is an employee of The Children's Trust and serves at the pleasure of the Board. The position reports to the Board for overall policy guidance and to the Chairperson of the Board for day to day operational matters.

**Pay Grade:** This is a non-graded position for which compensation is established by the Board.

**General Duties:** Planning, budgeting, implementing, managing and evaluating the activities and functions of The Children's Trust.

**Specific Duties and Responsibilities:** This position is responsible for the overall operations of the Children's Trust. Specific duties may be assigned to other personnel with appropriate oversight. Final accountability remains with this position.

Human Resources:

- Establishment of positions with Board approval
- The establishment of the terms & conditions of employment of Children's Trust employees, including but not limited to compensation, insurance and other benefits, pension plans, personnel evaluation, recruitment, selection and termination from employment, and other human resources consideration, within Board policy
- Individual compensation adjustments within Board policy
- Maintenance of up to date Human Resource Policies and Procedures
- Professional development of staff

Board Relations:

- Develops and maintains positive and open relationship and communication with the Board
- Ensure the Board is kept informed of relevant policy issues and relevant operational issues
- Preparation of agendas and supporting materials for Board meetings and any Committees, Task Forces or other bodies established by the Board in a timely manner
- Provisions of recommendations as requested by the Board
- Assists the Board Chair in matters relating to Board member participation and Board meetings
- Maintenance of current Board Policies and Procedures
- Ensure all Board meetings and actions are properly noticed and recorded.

Community Relations:

- Establishment of mechanisms to communicate the activities of The Children's Trust to the community
- Conceptualization of and support for community advisory forums or volunteer engagement processes as established by the Board
- Representation of The Children's Trust to the community in various forums

**The Children's Trust  
Job Description  
2003**

Planning:

- Direct the activities of The Children's Trust based on the strategic plan
- Ensure the Strategic Plan is updated as appropriate
- Establish mechanisms to promote and expand the use of evidence based practices and best practices
- Institute mechanisms to ensure community involvement in planning processes
- Ensure The Children's Trust has adequate planning capacity to determine needs and identify emerging issues and trends
- Work with other local planning bodies to ensure coordination and consistency of efforts
- Consistently benchmarking with other family and children entities or other comparable communities throughout the state and nationally.

Financial & Program Management:

- Preparation of Annual Budget and Funding Plan for Board review and approval
- Periodic budget adjustments for Board Approval
- Preparation of multi-year budget projects
- Recommend internal Financial Policies and Procedures consistent with public accounting practices that ensure appropriate fiscal management
- Conduct Truth in Millage (TRIM) process
- Establishment of policies and procedures related to the evaluation of funding requests
- Establishment and use of contract monitoring and compliance procedures
- Establishment of evaluation procedures to determine outcomes and impacts of Trust funded programs and other projects
- Responsible for preparation of monthly financial statements including balance sheets by the 15<sup>th</sup> of the month for the previous month in a form acceptable to the Board's Finance Committee.
- Identification of additional resources for revenue enhancement.

Operations Management:

- Establish procedures to ensure a very high level of customer service
- Foster a productive work culture
- Establish such organizational plans and procedures as necessary for effective operation of the organization
- Manage and direct the activities to the staff to ensure they are focused on the organization's funding priorities
- Maintain all records
- Develop effective and efficient support systems including technology support, procurement, accounting, finance, human resources, management information and training
- Oversee issuance of administrative professional contracts such as legal, audit and consulting services
- Other administrative duties as required.

**The Children's Trust**  
**Job Description**  
**2003**

Professional and Field Relations:

- Representation of The Children's Trust at various local, state and federal forums and events addressing issues related to the interests and mission of The Children's Trust
- Participate in regional, state and national policy and planning forums
- Maintain membership in appropriate organizations at local, state or federal levels

Public Policy:

- Participation in appropriate policy forums
- Monitor and remain current on relevant policy issues
- Communicate to the Board the status of various policy issues
- Prepare briefing papers and action items for Board consideration
- Represent Board position in relevant forums

Leadership:

- Assume a leadership role in advocacy on children's issues and the coordination of children's services consistent with Board policy and direction
- Work with other local, state and federal entities to increase revenues and funding streams for children's services
- Represent The Children's Trust in forums which advance the interests of the county's children and their families.
- Communicate Board positions to providers and the community
- Work with the local legislative delegation and local elected officials to advance the interests of children and families.

Preferred Experience, Knowledge, Skills and Abilities:

- Experience as a senior administrator with preference for a human service agency administrator or as public administrator working with a Board, Council or other policy body.
- Supervisory experience
- Knowledge of the use of technology for management and operations
- Experience in organizational management
- Experience in social service or community planning
- Experience in formulating, interpreting and managing budgets
- Demonstrated management and leadership skills such as consensus building, conflict resolution, motivation, decision making
- Understanding of the major policy issues involving children and families

Preferred Experience and Knowledge:

- Understanding of the dynamics of large urban communities with high levels of immigration
- Knowledge of Miami-Dade County
- Demonstrated cultural competence