



# ROCK COUNTY, WISCONSIN

## HUMAN RESOURCES DIRECTOR



Credit: Hackbarth Design Group

## EXECUTIVE RECRUITMENT





# POSITION IN BRIEF

Rock County's next Human Resources Director will be a key leader within the County's management team, helping manage a comprehensive range of personnel services for a workforce of more 1,300 regular full-time, part-time and seasonal employees in a financially stable organization.

Credit: Beloit Farmers Market 2 - Peer Canvas

# COMMUNITY BACKGROUND

Additional highlights of Rock County's socio-economic profile are provided below [NOTE: Data sources are from the [2000 Census](#), unless indicated otherwise.].

- Eight Cities/Villages, and 20 Towns; largest cities are [Janesville](#) (pop. 65,600) and [Beloit](#) (pop. 36,600)
- Median Household Income – **\$61,243**
- Median Home Sale Price – **\$200,000**
- ([SCWI MLS](#))
- Home Ownership Rate – **68.6%**
- Leading Employment by Industry – **23.6%** Trade, Transp. & Utilities; **22.6%** Manufacturing; **22.3%** Ed. & Health Services
- Annual Average Unemployment Rate – **4.4%** ([WI Department of Workforce Development](#))
- Average Commute Time – **22.6** Minutes
- Total Real Gross Domestic Product - **\$6.69 Billion** ([U.S. Bureau of Economic Analysis](#))
- Total Tourism Expenditure Impact - **\$189.7 Million** ([WI Department of Tourism](#))
- Total County Sales & Use Tax Collections - **\$18.1 Million** ([WI Department of Revenue](#))
- Percent of the Population with a Bachelor's Degree or Higher – **23.2%**; and Rock County is home to **11 K-12 school districts**; a **four year** and a pair of two-year higher education institutions ([Blackhawk Technical College](#) and the [University of Whitewater at Rock County](#)); and about a dozen regional colleges and universities within a 60-90 minute commute.
- Rock County is served by an [extensive health care network](#) that provides advanced and responsive medical care. With several facilities located throughout Rock County, accessible health care is literally minutes away.
- Rock County has thousands of improved / unimproved acres of parkland and open space, with a sizable portion of that acreage connecting to the national [Ice Age Scenic Trail](#). For those preferring [different experiences](#), there's ample arts, culture, fishing, golfing, hunting and a range of active and/or passive activities available throughout Rock County.

[Incorporated in 1839](#), Rock County's name originated from a reference that Native American and New England area settlers coined for a prominent rock that jutted out from the Rock River. This rock remains quite visible in Janesville's Monterey Park and serves as a subtle reminder linking the past to the present day. [Rock County](#), which is also known as the Janesville-Beloit MSA, is anchored by the Rock River and Interstates 39/90 and I-43. This close geographic proximity to the WI/IL Stateline affords residents and businesses alike convenient opportunities to access and/or experience larger metropolitan cities such as Madison, Rockford, Milwaukee and Chicago within a 45-minute-to-90-minute commute. Whether flying domestically or internationally, the area can select from any of the five commercial airports that operate within the region.

While [Rock County's economy](#) has deep value-added agricultural and manufacturing roots, the business community is constantly evolving. As a result, the collection of publicly-traded and privately-held firms engaged in cutting-edge technologies and advanced applications – from food/beverage processing and packaging to med-technology developments and deployment – continues to expand. Moreover, the county's [centralized location](#) continues to attract significant investments from prominent nameplates that pride themselves on providing just-in-time order fulfillments.

Speaking of investments, the last decade has produced approximately \$2.75 Billion in new capital investments countywide. In addition to strong industrial and residential developments, commercial opportunities – particularly in the hospitality and entertainment segments – have been equally robust: the \$34 Million [ABC Supply Stadium](#), which opened August 2021 as the new home to the [Sky Carp](#) (a Miami Marlins Class A-Affiliate); and the recent dedication of the Blain-Gilbertson Heritage Pedestrian Bridge, capped-off a series of \$10 Million in [public/private sector milestones](#) in downtown Janesville. Meanwhile, future projects such as Beloit's \$405 Million [casino and resort project](#) and Janesville's proposed 30 +/- Million [indoor athletic and conference center](#), are expected to capture sizable amounts of disposal income that are currently bypassing and/or leaking from the area.

As one of Wisconsin's larger counties, both in terms of land size (i.e. 715+ square miles) and population (i.e. 163,687), Rock County offers a [unique environment where urban and rural interests coexist](#). Consequently, safe neighborhoods and schools; affordable multi-and-single-family housing; acute and specialized local healthcare; and a host of recreational amenities are the standard – instead of the norm. These reasons, as well as others, is why the Janesville-Beloit MSA is often recognized for its [livability and family-friendliness](#).

# MISSION STATEMENT

Rock County's next Human Resources Director will be a key leader within the County's management team, helping manage a comprehensive range of personnel services for a workforce of more than 1,300 regular full-time, part-time and seasonal employees in a financially stable organization.



Credit: Spine Road Walking Bridge - Peer Canvas

# VALUES

The County values:

Honesty  
Integrity  
Respect

# COUNTY GOVERNMENT

The County is governed by a 29-member, non-partisan [Board of Supervisors](#), and is organized under the County Administrator form of government. In addition, there are seven directly-elected constitutional officers that oversee departments also served by the Human Resources Department.

The County Administrator oversees seventeen departments, and a total budget of more than \$200 million. The Human Resources Director reports directly to the [County Administrator](#).



Credit: Hayley Wilson

# THE HUMAN RESOURCES DEPARTMENT

The department's core areas of responsibility include recruitment, selection and hiring, compensation and job classification, performance evaluations, policy development, collective bargaining and employee relations, legal compliance and reporting, insurance and benefits, training, and diversity, equity, and inclusion (DEI) advocacy. The Director manages seven HR professionals, and a budget of more than \$800,000. The position serves as a liaison to the County Board's Staff Committee.

In FY2022, the department's personnel increases by one, adding an HR Generalist position to the following department workforce: Human Resources Director, Assistant Human Resources Director, Human Resources Manager, Human Resources Generalists (three, up from two), and two Human Resources Secretaries.

# CHALLENGES & OPPORTUNITIES

The Human Resources Director is a key member of the County's management team, so developing and maintaining relationships with the County Administrator, elected officials, department heads, and all levels of employees, both union and non-union employees alike, is paramount. Proven communication, interpersonal and human relations skills, and the ability to interact with a wide variety of people possessing various attitudes and positions are all important and desirable qualities for the next Director. The Director can expect to work closely with the County Administrator, the County Board's Staff Committee, and a variety of other stakeholders on the following:

- An initiative in 2021 utilized a consultant for a **blue-ribbon study** project approved by the County Board. The study – [Human Resources and Organizational Transformation in Rock County](#) – was undertaken by HueLife and released in late 2021. In gathering their data and conducting listening sessions, the consultants interviewed more than forty individuals, led twelve focus groups, and surveyed more than 800 employees. Six key areas were identified as areas needing attention, including: Strategic Management, Recruitment and Retention, Total Rewards, Employee Performance Management, Training and Organizational Development, and Human Resources Operations and Service Delivery. A host of recommendations and best practices were identified and accompanied these areas of attention. As reports of this nature are inclined to do, they trigger motivation for change, as well as some strained feelings. Yet, the primary consensus is that the recommendations will be a helpful roadmap to initially guide the next Human Resources Director; data points to help establish a vision for the Human Resources department.
- In a related vein, the Director can expect to work closely with the current HR staff to review their workload, understand their duties, and provide leadership in a fast-paced, multi-project environment that requires attention to detail, while also keeping an eye on the big picture. Similarly, the Human Resources Director will be charged with branding the role of HR as a client-focused service group, establishing collaborative relationships at all levels of the organization.
- For 2022, money is budgeted for an outside consultant to conduct a **comprehensive position and wage classification study**. The county's position classification system and wage matrixes have historically been maintained internally, with changes made following annual budget requests from department heads or through classification studies undertaken by the Human Resources Department, the most recent of which was performed in 2016. In preparation for the FY 2022 budget, the volume of department requests for position classification and wage changes made it apparent that this approach is no longer sustainable. The next Director can expect to play a key role in marshalling staff resources for the successful completion of the classification and compensation study.
- Rock County values **diversity, equity, and inclusion** as core strength components among its workforce and clientele. The County believes every member of its team enriches the County's diversity by providing exposure to a broad range of ways to understand the world, identify challenges, and discover, design, and deliver solutions. The County's equity priorities aim to improve policies to align with its commitment to provide culturally competent and responsive services to the County's diverse needs and characteristics. The HR Director will collaborate with the County's two recently hired equity managers to create and embrace a welcoming and inclusive organizational culture. In FY 2022, the department has set aside funds to enhance these efforts to allow for more employee training options, improve communication and productivity internally, and increase the knowledge and skillsets to engage the broader community better. The County is passionate about building and sustaining an inclusive and equitable working environment; success within this position will require working with various stakeholders and enthusiasm for advancing the County's DEI initiatives.
- Rock County, like all Wisconsin municipalities, experienced significant shifts in its **labor-management relationships**, due to the passage of the State Legislature's Wisconsin Act 10 in 2011. The legislation curbed collective bargaining rights for local government unions except for public safety units who kept most of their bargaining rights. The result throughout the state was the dissolution of many non-protective employee unions, as was the case in the County. Yet, remnants of the fallout from Act 10 linger among some personnel. The next Human Resources Director should be knowledgeable of the historical significance of the public sector labor movement in Wisconsin and be adept at labor-management relations. For many Wisconsin municipalities the shift away from labor unions has meant replacing collective bargaining agreements with personnel manuals and updating personnel policies. In Rock County, the next Director can expect to undertake a comprehensive update to the county's personnel policies.
- County department heads should be able to rely on **solid, consistent and technically-grounded advice on a variety of personnel matters**, such as discipline, workplace behavior, meritorious or poor performance issues and conflict resolution. The next Director needs to be skilled at guiding the management team on appropriately dealing with a variety of circumstances not uncommon in a workforce of more than 1,300, with that guidance rooted in a contemporary understanding of public sector labor law, rules and standards. Likewise, the county's elected officials should feel confident that the organization's personnel system is being administered in a fair, firm, and equitable manner.



Credit: MRP Dedication 22723 Dennis McDougall

## CANDIDATE QUALIFICATION CRITERIA

The Human Resources Director is expected to be a visible position in the organization, requiring well-developed leadership abilities and management skills that are based upon consensus building and problem solving. The Director must be a highly motivated, self-starting, and confident individual with excellent interpersonal skills.

The following factors of education, experience, leadership management style, and personal and professional traits have been identified as necessary and/or desirable for the Director to succeed in this position.

### Education and Experience

- A Bachelor's and a Master's degree in human resources management, business or public administration or closely related field, or any equivalent combination of training and experience that brings the knowledge, abilities, skills, and leadership to the delivery of contemporary personnel services.
- Certification through IPMA, SHRM, SPHR or PHR preferred.
- At least five years of experience in the human resources field, with three years of supervisory experience.
- Demonstrated success at advancing diversity, equity, and inclusion initiatives in an organization.
- 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, employee benefits, health and safety, and employee training and development.
- Exhibit a sincere willingness to adhere to the County's core values including citizen/customer service, credibility, cooperation and collaboration, and commitment and dedication.
- 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 employees and stakeholders at all levels of the organization, including elected officials.
- 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.

# MANAGEMENT STYLE/PERSONAL TRAITS

- Have complete personal and professional integrity and trustworthiness, inspiring the confidence of appointed and elected officials, subordinates, and the general public.
- Project a genuinely friendly, approachable style that encourages collaboration and the development of effective working relationships.
- Have proven and successful managerial skills utilizing a consensus-building, team-oriented approach to managing staff members. Have the ability to remain accountable for departmental activities without the micromanagement of staff.
- 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 County Administrator and County Board Staff Committee, 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.
- Demonstrate commitment to encouraging creativity, responsibility and accountability in an environment that values a collaborative approach and embraces a setting where employees feel valued.
- Be a technical manager who can provide accurate advice and who can review the department's operations and applications of HR laws, standards and policies, and make an assessment as to which policies, procedures and practices need to be developed and/or updated to ensure that the department follows all of the applicable rules, regulations and statutes.
- Be a forward-thinking manager who has the demonstrated ability to foresee and plan for emerging trends in human resources.
- Be approachable to all within the organization and other stakeholders. Be a good listener.



Credit: ABC Supply Stadium 3 - Sky Carp



Credit: 4th of July 1 - Visit Beloit



Credit: Hotel Goodwin Rooftop Bar looking out - Geronimo

# COMPENSATION & BENEFITS

The starting salary is \$114,000 – 120,000 +/- DOQ, plus an excellent benefit package.

The organization prides itself on its commitment to customer service and teamwork. Staff has a lot of daily interaction with one another and report strong interdepartmental relations. The organization is lean and County staff possesses a high-output work ethic.

The County Board possesses a strong respect for staff's work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.

**The County is an Equal Opportunity Employer. The County seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQ individuals, people with disabilities, and veterans to apply.**

# HOW TO APPLY

Candidates should apply by **February 9, 2022** (Open until filled) with resume, cover letter and contact information for five work-related references to [www.GovHRjobs.com](http://www.GovHRjobs.com) to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 847-380-3240.



Credit: Janesville Town Square Race @ Full Spectrum Photography