

Dr. Dawn M. Baglos, Chief Human Capital Officer  
Office of Human Capital Management

**SUBJECT: REQUEST APPROVAL OF ADMINISTRATIVE APPOINTMENTS FOR  
2023-2024**

**COMMITTEE: PERSONNEL, STUDENT, SCHOOL, AND COMMUNITY SUPPORT**

**LINK TO STRATEGIC  
PLAN: HIGHLY EFFECTIVE TEACHERS, LEADERS AND STAFF**

The administrative assignment recommendations are made in accordance with Board Policies 1111; 1120; 1130; 1130.01; 3120.01, and the Miami-Dade County Public Schools/Dade County School Administrators' Association labor contract.

Considerations for reassignments of managerial exempt, professional and technical personnel were predicated upon an intensive review of information by appropriate administrators. Based upon current job trends, a competitive market analysis, and/or a demonstrated market demand, the Superintendent has the authority to adjust compensation upon appointment and thereafter, within the pay grade set forth in this item, to effectively recruit and retain the most talented workforce. Outside candidates must successfully complete any State and District mandated background screening requirements [e.g., fingerprinting (Level II), drug screening], prior to hiring.

The recommended managerial exempt, professional and technical personnel appointments reflect the honoring of requests for lateral reassignments, where possible. Assignments of personnel and appointments of managerial exempt, professional and technical staff may be a result of the Board-approved advertisement and selection process, or by a direct appointment of an individual who has demonstrated the specific qualifications and background applicable to the position.

State statutes and subsequent changes in Board policies governing Administrative/Professional and Technical Staffing require that all first year principalship appointments be "Interim" appointments.

In order to fill school-site allocations and other allocations vacated by promotion, leave, retirement, and other attritional factors, it is recommended that the following personnel assignments be authorized by the School Board. Revisions, additions and/or deletions may be made to the recommended personnel assignments, as necessary, to ensure efficient school system operations, and if such modifications are made, a revised Board item will be submitted, prior to the Board meeting.

As a 21st century employer, Miami-Dade County Public Schools strives to position itself as the Employer of Choice for the Miami-Dade County, Florida. The landscape of functions and processes has evolved over time, from basic personnel management to becoming a strategic thinker in achieving the District's goals as identified in the Strategic Plan. Many business functions (Human Capital Management, Payroll and Finance) currently live in and are supported by staff in the Office of Information Technology Services (ITS). To keep up with the growing demand of technology advancement, the team at ITS, in collaboration with the Office of Human Capital

Management, Financial Services and the Office of Chief of Staff, propose the following restructuring and outsourcing of some of the existing ERP system.

As part of the outsourcing of the technical team, the District evaluated the current model for support of SAP. Following numerous conversations and benchmarking M-DCPS to other like-Districts who use an ERP system, it was determined that changes to how SAP is supported from a functional standpoint should be addressed. The estimated cost of this proposed outsourcing will not exceed a yearly commitment of \$500,000. This outsourcing will be offset by closing positions due to attrition. Additionally, the new model detailed below will not incur additional costs for the district.

The new model will comprise the following:

1. Establish the Department of ERP Financial Support. The ERP Project Management Officer, MEP 24 will oversee the current ERP Financial Support Team and ERP Payroll Support Team. The ERP Project Management Officer leading this department will report to the Chief Financial Officer. The department of ERP Financial Support will continue to provide the day-to-day support for the existing FICO module, consisting of Accounts Payable, Finance, Budget, Accounting, Grants, etc. within SAP. The department of ERP Payroll Support will continue to provide the day-to-day support of the existing Time and Attendance, Benefits and Payroll module within SAP. This is an open position moving from ITS to the Bureau of Financial Services.
2. Establish the Department of ERP Human Resources Support. The ERP Integration Senior Director, MEP 23 will lead this department. This team will continue to provide the day-to-day support of the existing Human Capital Management (HCM) module within SAP, in addition to supporting the new, unified hiring platform for all instructional, support personnel and administrative positions. This will be an upgrade to a current MEP position. The ERP Integration Senior Director will report directly to the Assistant Superintendent, Human Capital.

As referenced at the January 10, 2024, Personnel, Student, School & Support Committee, by Board Chair Mari Tere Rojas and Board Member Dr. Steve Gallon III, the adequacy of current staffing levels within the bureau of Human Capital Management was discussed. As a result of that conversation, as well as others within the District, the Office of Human Capital Management contacted the Council of Great City Schools requesting their assistance in benchmarking human capital staffing levels. The results from the survey of their members will assist the Superintendent and the Chief Human Capital Officer in analyzing and benchmarking the District's current and future human resource needs. This realignment of IT human resource functions and processes, along with the conversation at the January 2024 Committee meeting was the catalyst for the Office of Human Capital Management to re-evaluate current practices. This first phase seeks to adjust the functions and services provided by several departments within the bureau to be streamlined so that customer service and quality of performance is improved.

The volume of vendor processing has amplified due to increased services to students by behavior therapists. Currently, the task of vendor applications and the review of results resides in the Office of Administrative and Technical Staffing and vendor badging is managed by the Office of Human Resources Information Systems. Upon review of all human resource functions and processes, it was determined that all aspects pertaining to vendors should be aligned to one department, instead of fragmented as it currently resides. This realignment of all functions related to vendors (application, fingerprinting, review of results, database management and vendor badging) will now

reside in the Office of Personnel Operations and Records, led by an Administrative Director, Employee Services. This will be an upgrade to a current MEP position. The Administrative Director will report to the Assistant Superintendent, Human Capital.

The Administrative Director, Personnel Accountability & Performance primary responsibility is the development, implementation and continuous improvement of the employee performance management and evaluation programs of all M-DCPS employees. This work relies heavily on reports generated by the Office of Human Resources Information Services. To improve communication and align reporting lines, the Office of Human Resources Information Services will report to the Administrative Director, Personnel Accountability & Performance. The Administrative Director, Personnel Accountability & Performance will continue to report to the Assistant Superintendent, Human Capital.

The Office of Human Capital Management will continue to collaborate with the Council of Great City Schools to assess current and future human capital staffing levels. If appropriate, a Phase II will be brought to the Board for its consideration.

**SCHOOL-SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**PRINCIPALS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Tracy E. Roos	Exceptional Education Principal Neva King Cooper Educational Center	PR	Elementary Principal Redondo Elementary School	PR

**SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**ASSISTANT PRINCIPALS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Lagloria T. Diaz	Transformation Math Coach Lorah Park Elementary School	--	Temporary Adult Assistant Principal Miami Springs Adult Education Center	AP
Monica Leganoa	Teacher Dr. Carlos J. Finlay Elementary School	--	Temporary K-8 Center Assistant Principal Coral Gables Preparatory Academy	AP

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Rafael Estepe	External Candidate	--	Lead Systems Analyst Application Development and Client Support	19
Angelica Rodriguez	Senior Leave Specialist Leave, Retirement & Unemployment Compensation	--	Compensation Analyst Office of Compensation Administration	16

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**PROFESSIONAL TECHNICAL**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Jorge L. Pineda	Foreperson-Network Infrastructure Support Technician Infrastructure and System User Support	--	Senior Project Manager, Telecommunications Infrastructure and System User Support	43

**RECOMMENDED:** That effective April 18, 2024, or as soon thereafter as can be facilitated, The School Board of Miami-Dade County, Florida:

1. approve the proposed restructuring of departments, functions and personnel in Human Capital Management and Financial Services.
2. approve and appoint:
  - a. Dennis Carmona, District Director, Human Resources, MEP pay grade 23 to Administrative Director, Employee Services, MEP pay grade 24
  - b. Yelenia Molina-Ulloa, Executive Director, Human Resources, MEP pay grade 22 to ERP Integration Senior Director, MEP pay grade 23
  - c. Wirthy E. Uriarte, District Director, Budget Management, MEP pay grade 23 to ERP Project Management Officer, MEP pay grade 24
3. approve the recommendation for appointments and lateral transfers to be effective April 18, 2024, or as soon thereafter as can be facilitated, with the exception of the effective dates as noted throughout the item and authorize compensation adjustments pursuant to the MEP Manual.

**SALARY RANGES**  
<http://salary.dadeschools.net>

	<b>MEP</b>		<b>DCSAA</b>		<b>SCHOOL POLICE</b>
26	\$120,762 - \$213,033	47	\$ 75,912 - \$129,070	S3	\$113,869 - \$157,984
25	\$111,622 - \$188,398	46	\$ 72,300 - \$122,932	S2	\$ 92,295 - \$136,940
24	\$106,463 - \$178,764	45	\$ 68,857 - \$117,072		
PR	\$103,631 - \$162,417	44	\$ 65,579 - \$111,503		
23	\$ 95,957 - \$170,130	43	\$ 62,452 - \$106,187		
22	\$ 85,799 - \$162,417	42	\$ 59,487 - \$101,146		
21	\$ 79,499 - \$145,835	41	\$ 56,656 - \$ 96,331		
VP	\$ 82,896 - \$124,352	40	\$ 53,950 - \$ 91,737		
AP (12m)	\$ 80,678 - \$118,430	39	\$ 51,386 - \$ 87,371		
AP (10m)	\$ 75,491 - \$110,390	38	\$ 48,944 - \$ 83,222		
20	\$ 73,683 - \$135,228	37	\$ 46,605 - \$ 79,246		
19	\$ 68,549 - \$125,596	36	\$ 44,290 - \$ 75,466		
18	\$ 63,702 - \$104,580	35	\$ 41,200 - \$ 71,884		
17	\$ 57,635 - \$ 93,946				
16	\$ 54,432 - \$ 82,312				