



CITY OF FORT PIERCE

100 NORTH US HWY 1
FORT PIERCE, FLORIDA 34950
(772) 467-3065 FAX (772) 467-3841

APPLICATION FOR APPOINTMENT/REAPPOINTMENT

Affordable Housing Committee

Name of Board or Boards for which you are applying: _____

Name: Dr. Rafael Sanchez Jr	Phone: 772-429-7505
Home Address: 1906 Coconut Dr, Ft Pierce, FL, 34949 City/Zip Code:	How long at this address? 5 years
Are you a citizen of the United States? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Occupation: Executive Director of Human Resources St Lucie Schools	
Do you own a business that operates within the City of Fort Pierce? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If yes, list the address and nature of said business: HR Consulting- 1906 Coconut Dr, Ft Pierce, FL, 34949	
Do you now or in the future plan to do business with the City of Fort Pierce? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, in what capacity?	
Are you employed by a business that is located within the City of Fort Pierce? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, state the business and location:	
Do you have special training or knowledge in the area of: Architecture: <input type="checkbox"/> Yes <input type="checkbox"/> No Engineering: <input type="checkbox"/> Yes <input type="checkbox"/> No Real Estate Brokering: <input type="checkbox"/> Yes <input type="checkbox"/> No Contracting: <input type="checkbox"/> Yes <input type="checkbox"/> No Land Development: <input type="checkbox"/> Yes <input type="checkbox"/> No Other: Describe your education, background, training and knowledge – (feel free to attach a resume): BS - Business management MBA - Business Management DBA - Business management/HR Recruiter of the largest employer in St Lucie County - Human Resources	
Are you currently a member of a Commission-appointed board/committee? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, please specify:	
Have you ever been convicted of a felony? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, what was the nature of the crime(s) you were convicted of:	
Referred by: Marty Sanders	Applicant Email Address: rafael.sanchez@stlucieschools.org
Date: 10-25-2022	Applicant's Signature:

APPLICATIONS EXPIRE 6 MONTHS FROM THE DATE OF SUBMISSION. PLEASE REAPPLY AS OFTEN AS DESIRED.
Please return form to: City Clerk's Office – 100 North US Hwy 1, Fort Pierce, Florida 34950
fax (772) 467-3841 or via email at lcox@cityoffortpierce.com



DR. RAFAEL SANCHEZ JR.

(407) 493-2403 | RSAN29@AOL.COM

HUMAN RESOURCES OFFICER

People Influencer Who Unites Organizational Synergies to Create Collaborative Work Environments

VALUE OFFERED:

- › Change engine that re-invigorates teams through a human touch that brings renewed vision and vitality; drives initiatives that enhance human assets and builds buy-in to organizational mission and vision.
- › Strategic “beacon” that sheds light on constantly changing retention gaps, legal requirements; acts decisively and swiftly to shift policies / practices to be in alignment with law and regulation compliance.
- › Champion of organizational values and works tirelessly to ensure fair, equitable treatment of all employees while safeguarding organization from risk exposure.

CAREER EXPERTISE:

Budget Planning | Human Resources | Policy Development and Execution | Labor / Employee Relations | Conflict Resolution | Collective Bargaining Agreements | Contract Negotiations | Workforce Reduction / Planning | Settlements | Arbitration | Employee Assistance and Wellness | Training and Talent Development | Job Analysis Development | Organizational Development | Resource Planning | Talent Management | Risk Management | Recruitment / Selection | Succession Planning | Compliance | Performance and Personal Improvement Plans | Interviewing | Hiring | Data Driven / analytics | Employee Engagement | Innovation | Strategic Planning | Governance | Legal Counsel | Communication / Presentation | Workforce Planning | Employment Branding |

Fluent in HIPPA, ADA, ADR, FLSA, FMLA, and EEO policies, and Florida Administrative Codes.

NOTABLE ACHIEVEMENTS:

Winner, Treasure Coast HR Professional of the year (2021)

Winner, Best Places to work for large organization (2017,2018,2019,2020,2021)

Recipient, Business Leader Award – Wall Street Journal (2017)

https://www.facebook.com/watch/live/?v=10155718699317429&ref=watch_permalink

Winner, Governor’s Sterling Award – Orange County Public Schools (2015)

Winner, Broad Award – Orange County Public Schools (2014)

Recipient, Prudential-Davis Productivity Award – Orange County Health Department (2009)

ORGANIZATIONAL LEADERSHIP

St Lucie County Public Schools

Executive Director of Human Resources – Ft Pierce, FL, 04/2016-present

Leads the Human Resource operations, Recruitment, performance management, career development, leadership development and Employee Relations Program of the district. Coaches over 200 principals and department heads and manages collectively bargained contracts. Administers the employee grievance procedure adopted by the School Board and represents the Superintendent in cases appealed to the district level, to include the conducting grievance hearings. Directs the employee personnel performance appraisal program. Prepares and maintains the district personnel/policy manual and other administrative guidelines for human resources matters. Supervises assigned personnel, conducts annual performance appraisals, and makes recommendations for appropriate employment action. Provides guidance to over 200 principals and department heads for employee relations information, advice, salary benefits, and other employee concerns and issues. Provides leadership in the recruitment and retention of staff (administrative, instructional and support). Guide transformation of previously compliance-driven unit into high-performing strategic team which touches every facet of operations for district encompassing 45 schools, 5,000 employees, and 40,000+ students.

- 17 **Union Chief Negotiator** of The Communications Workers of America (CWA) – Successfully negotiating multi-million-dollar contracts for five concurrent years.
- 18 **Improved retention gaps by 50%**; Identified retention gaps and provide strategic resources to focus on closing gaps.
- 19 **Shorten timelines for talent acquisition processes by 56%**; closed gaps by re-aligning applicant pools to meet district talent acquisition needs.
- 20 **Increased customer service rating from 69.4% - 94.1%**; provide enhanced services to key customers by adjusting operation hours, recognition, and customer service initiatives.
- 21 **Employee engagement rating increased from 72.83% – 91.42%**
- 22 **Recruited and hired over 3,000 by creating geographic specific retention and recruitment model resulting in 100% fill rate**; Created nationwide retention and recruitment brand and model designed to cultivate diversity, local talent and funnel nationwide talent to St. Lucie County.
<https://www.stlucie.k12.fl.us/departments/human-resources/why-st-lucie/>
- 23 **Created Diversity Page to enhance recruiting a diverse and inclusive workplace -**
<https://www.stlucie.k12.fl.us/hr/diversity/>

Southern New Hampshire University
Adjunct Professor, 04/2017 – Current

Organizational Behavior, Change Leadership & Leading Change adjunct professor teaching the concepts of social systems, engagement, motivation, communication, and organizational culture to M.B.A. candidates.

Rasmussen University
Adjunct Professor, 06/2019 – 01/2020

Leading Change, HR Data Analytics, Performance Measurement systems, Organizational Behavior adjunct professor teaching the concepts of social systems, engagement, motivation, communication, and organizational culture to M.B.A. candidates.

Montgomery County Public Schools (Performance, Evaluation, and Compliance Investigation Unit) – Rockville, MD
Human Resources Assistant Director, 11/2015–04/2016

Recruited from top district specifically to expand and build department's capacity and integration using format developed at previous employer. Strategically align policies to support student safety and academic achievement. Consult and provide guidance to executive team on resolving conflict, union grievances, disciplinary actions, employee retention and motivation, while ensuring compliance to federal and state statutes as well as district guidelines / policies. Guide transformation of previously compliance-driven unit into high-performing strategic team which touches every facet of operations for district encompassing 202 schools, 24,000 employees, and 150,000+ students.

- 24 **Positioned organization to shorten timelines for talent acquisition processes and avoid disruptions to learning and administrative processes during position vacancies**; closed time-to-fill, job posting, and educational delivery gaps by adding defined processes, metrics, and KPIs.
- 25 **Reduced sick leave abuse 75+% after implementing time and attendance tools**; identified problem behaviors that zeroed in on individuals taking advantage of system; informed affected persons on time and attendance processes, provided current performance level snapshots, and delivered step-by-step instruction on how to comply with regulations before disciplinary actions were taken.
- 26 **Reduced administrative leave expenses 20%** by examining relief of duty processes and performing incident investigations which also provided consistent classroom instructional delivery.
- 27 **Created progressive discipline training and development opportunity for leaders** to provide useful tools for handling potential misconduct situations.

Orange County Public Schools – Orlando, FL

Human Resources Employee Relations Senior Manager, 10/2011–10/2015

Recruited from Orange County Health Department to lead educational community consisting of 40 schools, 2 bus depots, and ~5,000 employees on leadership, engagement, discipline, policy, and compliance. Tasked to influence and build relationships with union leaders and principals to foster improved collaboration. Enhanced training, recruitment, and time-to-fill rates.

Conducted over 3000 Employee Relations investigations

Decreased first-day classroom vacancy rates 40% as part of team that developed and implemented rubric for recruiting high-performing candidates; achieved ranking near top 25% for similar sized districts.

Cut time-to-fill rates from 30 days to 14-17 days by developing COPIS model of operational focus as part of inter-disciplinary team.

Trimmed open-to-close case times from 30 to 21 days for internal employee misconduct investigations by working as team dedicated to fixing issue; used metrics and KPIs to maintain better time management in completing information-gathering processes.

Raised customer satisfaction ratings up by 18.5% and workforce satisfaction ratings 10% after identifying key customer groups, determining their needs, then modifying processes and metrics to meet those needs.

Guided transformation of previously compliance-driven unit into high-performing strategic team which touched every facet of operations for district encompassing 195 schools, 23,000 employees, and 200,000+ students; coordinated with key managers to develop win-win plan for implementation.

Orange County Health Department –Orlando, FL

Human Resources Labor Relations Training Manager, 2/2011–10/2011

Chief Deputy Registrar of Orange County, 1/2009–2/2011

Promoted into key management positioned based on human resource leadership and experience. Designed leadership training to managers and collaborated with 5 different unions to manage their contracts. Planned and executed \$1+ million budget; acted in tandem with local and state government officials. Lead multi-site offices as Chief Deputy Registrar of Orange County.

Decreased on-the-job workplace cases and incidents of conflict 20% by stepping in to provide first-ever formalized conflict resolution and behavior modification trainings to managers to reduce tensions.

Increased sales of birth and death certificates 25% by working with local DMV and hospitals to provide easy access, informational services at those facilities.

Responded to State of Florida human resources reorganization by reducing 150 jobs and realigning 90% personnel into other health department services.

Provided homeless and transient populations with identification while delivering 2% net profit increase by influencing city, local leaders, and related organizations to work with homeless coalition to pay for identifications for homeless populations.

Additional Background:

Previous employment as Human Resources Manager at All City Mortgage (Orlando, FL), and as Operations Manager, Industrial Engineer Strategic Planner, Human Resources Training Supervisor, Human Resources Recruitment Supervisor, and Operations Supervisor at UPS (Orlando, FL).

EDUCATION

Capella University – Minneapolis, MN

Doctor of Business Administration (D.B.A.) in Human Resources Management

Dissertation title: Job satisfaction factors of Millennial leaders

Western Governors University – Salt Lake City, UT

Master Business Administration (M.B.A.) Health Care Management

Bachelor of Science (B.S.) in Business Management with Human Resources focus

SHRM-SCP CERTIFIED
HCI – Human Resource Business Partner HRBP CERTIFIED

Professional Development:

Leadership St Lucie, Chamber of Commerce – Ft Pierce, FL, 2017
Workplace Investigator Certified, St Lucie County Public School, Ft. Pierce, FL, 2016
Leadership Development for Administrators, Montgomery County Public Schools – Rockville, MD (2016)
Detecting Deception, Orange County Sheriff – Orlando, FL (2015)
Management Leadership Academy, Orange County Public Schools – Orlando, FL (2014)
Arbitration Training, Labor Arbitration Services – Orlando, FL (2012)
Conflict Resolution Training, UCF – Orlando, FL (2012)
MBTI Leadership, Orange County Health Department – Orlando, FL (2011)
Leadership Orlando, Orlando Chamber of Commerce – Orlando, FL (2011)
Political Leadership Institute, Orlando Chamber of Commerce – Orlando, FL (2011)
Non-Violent Crisis Intervention Training, Orlando Health Department – Orlando, FL (2011)
Six Sigma Yellow Belt, Florida Sterling Counsel – Orlando, FL (2010)
Media Training, Orange County Health Department – Orlando, FL (2009)
Six Sigma Green Belt, Florida Sterling Counsel – Orlando, FL (2009)
Operations Command Certification, FEMA – Orlando, FL (2009)

AFFILIATIONS / INVOLVEMENT

Legislative Director, St Lucie HR Association – (2018 – Current)
Member, Society for Human Resource Management (2010–Current)
Board President, Victim Service Center – Orlando, FL (2009–2011)

BOARD MEMBERS

- Debbie Hawley, *Chairman*
DISTRICT #1
- Dr. Donna Mills, *Vice Chairman*
DISTRICT #3
- Jack Kelly
DISTRICT #2
- Jennifer Richardson
DISTRICT #4
- Troy Ingersoll
DISTRICT #5



Each Child, Every Day

SUPERINTENDENT
E. Wayne Gent

9461 Brandywine Lane
Port St. Lucie, FL 34986
772.429.5544
www.stlucieschools.org



September 28, 2021

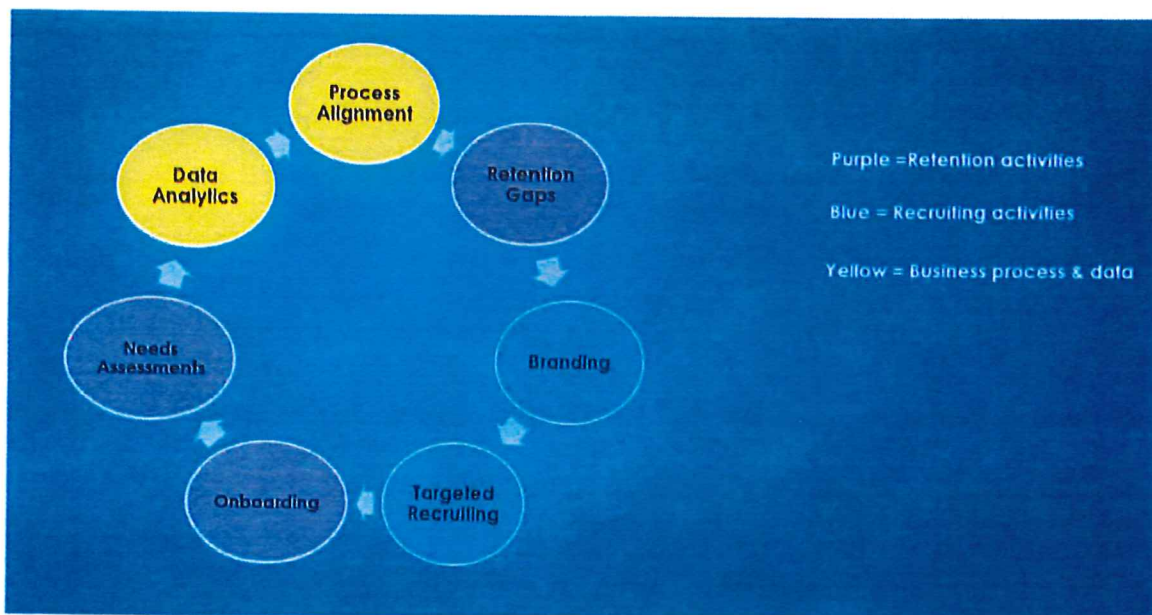
SLCHRA Best Places to Work Committee

Re: HR Professional of the Year Nomination

To Whom It May Concern,

This letter shall serve as my nomination for Dr. Rafael Sanchez Jr for the HR professional of the year. Dr. Sanchez is the Executive Director of Human Resources for St. Lucie Public Schools. St. Lucie Public Schools is the largest employer in St. Lucie County employing over 5,000 employees that serves nearly 40,000 students. Dr. Sanchez has a Doctoral Degree in Human Resources and holds certifications in SHRM-SCP (Society of Human Resources Management – Senior Certified Professional) and HRBP (Human Resources Business Partner). Dr. Sanchez is the Legislative Director for the St. Lucie HR Association and an Adjunct Professor at Southern New Hampshire University teaching HR classes to master's degree seeking students. Dr. Sanchez has transformed our HR department from a compliance department to a strategic innovative and modern HR. His change initiatives have directly impacted our School District's ability to close education gaps over the last six years.

Dr. Sanchez has created a Retention & Recruitment model that has resulted in systemic cultural change in our School District.



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As a result of the Retention & Recruitment model change initiative, several improvements have been accomplished in our District:

- Fifty six percent increase in Time to Fill positions.
- One hundred percent First day of school teacher fill rate from 2017-2020. Ninety nine percent First day of school fill rate for 2021.
- Ninety seven percent teacher retention rate for school year 2020-2021 (Industry Average is 85%).
- Increased customer service rating from 69.4% - 94.1%.
- Employee engagement rating increased from 72.83% – 91.42%.
- Implemented a Power BI (Business Intelligence) dashboard that gives real time data about employee demographics, time off, retention, salary, attendance and turnover rates.

Dr. Sanchez's recruitment initiatives can only be described as innovative and modern and I am not aware of any other organization that recruits the way St. Lucie Public Schools recruits talent. Our talent recruitment encompasses the following:

Digital Brand Recruiting – Based on consumer marketing and tourism marketing using our St Lucie Public Schools accomplishments. This allows our organization to focus on defined geographic targeted areas and digital ads that enhance our brand awareness and recruitment pipelines utilizing the following techniques:

- Geo-Fence targeting
- Intent targeting
- Key word search targeting
- Education Networks
- CRM Emails to all certified teachers
- YouTube
- Social Media

These digital employment ads are shown to individuals all over the United States. For example, when it snows up north digital ads that state "Shovel Sand Not Snow" are displayed to teachers. When Hillsborough county laid off 2,000 educators digital ads that state "Time for a change" were shown to those teachers that lived in the Hillsborough area.

When interested applicants click on these ads, they are taken to a defined landing page that has short videos about our school district. ["Why St Lucie"](#)

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Dr. Sanchez also implemented a Diversity Project that highlights the diversity within our school District. ["Our Diversity"](#) This diversity page does the following:

- Celebrates the diversity in our workforce.
- Highlight Historically Black and Community Universities (HBCU).
- Highlight Hispanic Serving Institutions (HSI).
- D-9 Greek Black Fraternities and Sororities.
- Distinguished Minority Educators.
- Retired Educators.
- District Diverse Leaders.
- Community Champions.

The photos and videos embedded into this diversity page will be used to target diverse applicants. When an interested applicant clicks on the photo or video it will direct them to the diversity web page where they can see people that look like them and find resources and links they need when considering moving to our county. These photos and videos are currently being shown to Historically Black Colleges and Hispanic Serving Institutions.

A paperless and wireless initiative was implemented by Dr. Sanchez in 2016. The initiative took three years to complete and was intended to ensure the HR department was completely paperless with the ability for all HR staff to provide services remotely if needed due to a hurricane or crisis. This one initiative was instrumental during COVID. The foresight and innovative initiative taken by Dr. Sanchez allowed the HR department to maintain recruiting and hiring during the pandemic while still providing customer service to all employees and departments while many school districts and organizations had to shut down. These improvements have allowed our School District to improve the quality of employee hires and our culture.

Finally, Dr. Sanchez and his team have won the Best Places to Work four years in a row (2017-2020). It is my pleasure and honor to nominate Dr. Rafael Sanchez Jr. for the HR Professional of the year.

Sincerely,

E. Wayne Gent

Superintendent
St. Lucie Public Schools