

**THE CITY OF LAKELAND, FLORIDA**

**IS SEEKING CANDIDATES TO SERVE AS**

# **Human Resources & Civil Service Director**



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## **COMMUNITY PROFILE**

Located between the two major urban areas of Tampa and Orlando, Lakeland enjoys the quality-of-life characteristics of smaller cities, while affording easy access and the amenities of larger metropolitan areas. The City has a resident population of 124,725 (2025 estimate), and spans approximately 76 square miles. The City of Lakeland derives its name from the 28,000 acres of lakes, ranging in size from 2.5 acres (Lake Blanton) to 2,272 acres (Lake Parker). Florida Southern College, located within the municipal boundaries of Lakeland is home to the largest concentration of Frank Lloyd Wright designed buildings in the world.

Lakeland hosts Florida’s largest annual aircraft convention – the Sun ‘n Fun International Fly-In & Expo – which draws more than 200,000 people and 4,000 aircrafts into the Lakeland Linder International Airport. Lakeland’s annual outdoor art festival, Mayfaire by-the-Lake, attracts more than 70,000 visitors and artists to the shores of Lake Morton. Bonnet Springs Park, a 168-acre public space was named the Readers Choice Award “Best City Park” for 2025 by USA Today. Major League Baseball’s Detroit Tigers have been training in Lakeland since 1934, and maintain a year-round presence in the City including a minor league team. Publix Super Markets headquarters is located in Lakeland where they operate over 1,400 grocery stores through the Southern United States. Publix is the largest employee owned grocery chain in the US generating \$60.2 billion in retail sales in 2024.

The City of Lakeland offers an exceptional quality of life. A firm commitment to downtown development, redevelopment, historic preservation, cultural amenities, and a exceptional business-friendly environment have helped Lakeland thrive for over 135 years. Retaining the charm of a small town, Lakeland is made up of great people from all walks of life and all age groups.

## **LAKELAND FACTS & FIGURES**

- Population - 124,725
- Median Household Income -\$54,460
- Median age - 41
- Households - 47,539
- Average home sale price - \$360,887
- 27 playgrounds, 31 miles of trails, 8 recreation facilities, 41 playing fields, 4 dog parks
- Florida Polytechnic University, Florida Southern College, Florida Technical College, Keiser University, Polk State College & Southeastern University
- Race/Ethnicity Demographics
  - White/Caucasian - 57%
  - Black/African American - 19.1%
  - Hispanic/Latino - 23.3%
  - Asian - 2.2%
  - American Indian/Hawaiian - 0.4%
  - Two or more races - 8.2%

**THE CITY GOVERNMENT**

The City of Lakeland operates under the Commission/Manager system of government and has done so for over 85 years. The elected City Commission comprised of six Commissioners, and a Mayor establish the policies of the City. A City Manager, appointed by the City Commission, is responsible for the day-to-day operations of the City. The City Manager is charged with the responsibility for appointing department directors. The City demonstrates a long history of stable leadership at the senior management and department director levels, a testament to both the quality work environment and the organization’s proactive focus on maintaining a robust workforce.



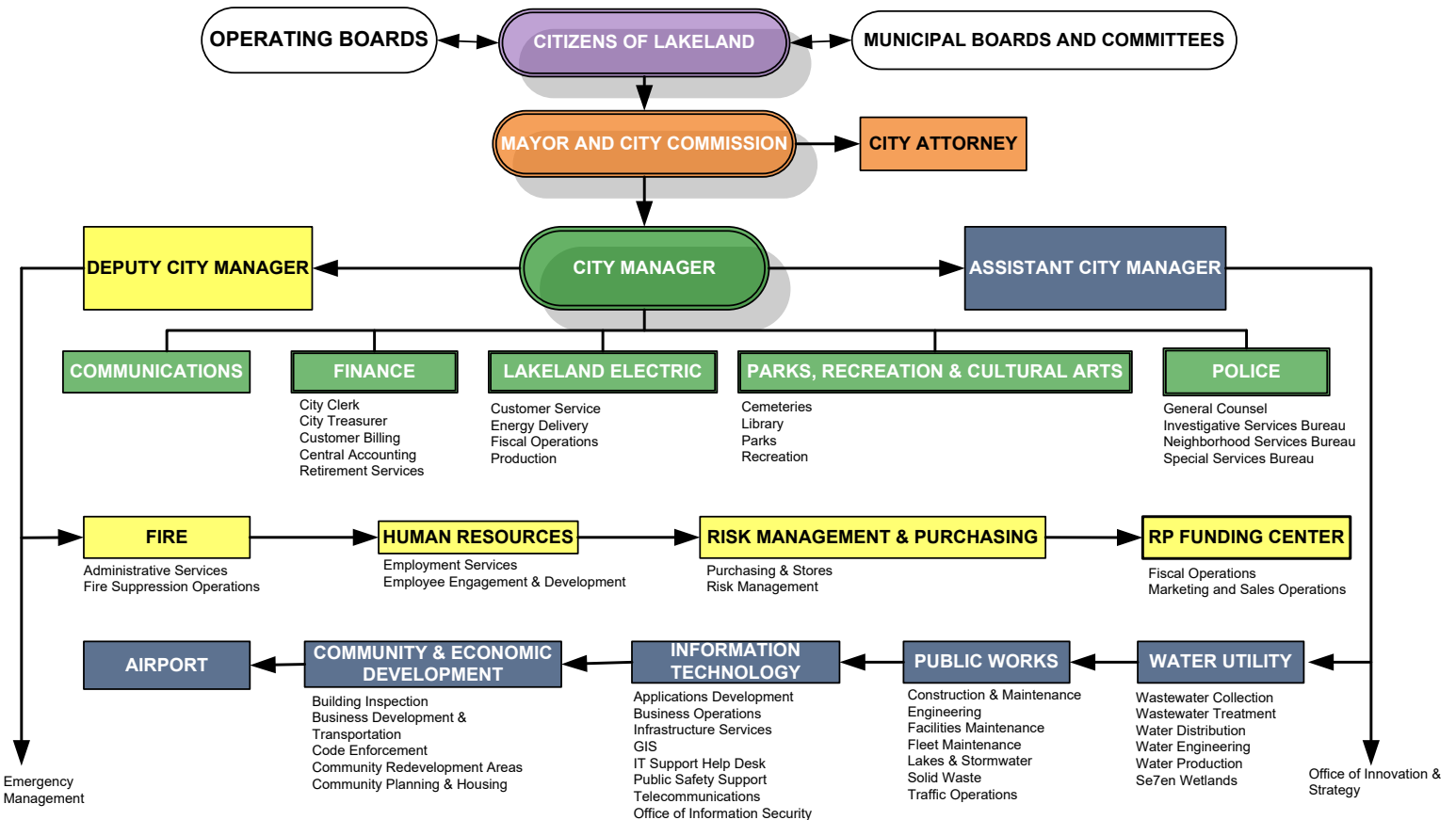
The organization’s annual Operating Budget is approximately \$815 million (Fiscal Year 2026 Approved). The City’s Fiscal Year 2026 Capital Budget totals \$190.5 million and the 10-Year Capital Program reflects planned expenditures of \$1.67 billion. The City employs approximately 2,700 full- and part-time staff.

The City offers its residents a full array of municipal services including water/wastewater utilities, solid waste & recycling, a municipal-owned electric generation and distribution utility, planning, zoning, parks, recreation, cultural arts, libraries, public works, financial administration, and public safety police and fire operations. The City owns and operates the Cleveland Heights Golf Course, the RP Funding Center (convention and civic center), and an international airport.

The City of Lakeland’s core values guide elected officials and staff as they carry out their duties and obligations to citizens. Social Responsibility, Leadership, Integrity, Commitment to Excellence, Empowered Workforce, and Diversity.

# City of Lakeland, Florida

## Organization Chart



## Vision, Mission, Values

### Vision

Lakeland - a vibrant, innovative, culturally inclusive world-class community.

### Mission

A community working together to achieve an exceptional quality of life.

### Values\*

#### Social Responsibility

We will enhance the quality of life for all our citizens through partnerships and programs that embrace cultural diversity, safety, and community involvement.

#### Leadership

We will lead by example, learn from the past, provide direction for the present, and plan for the future.

#### Integrity

We will conduct ourselves in an honest and ethical manner to earn the trust of employees and citizens.

#### Commitment to Excellence

We will achieve measurable success and continuous improvement through investment of resources, a focus on efficiency and accountability, and high expectations for quality.

#### Empowered Workforce

We will cultivate a work environment which offers employees the authority to act through supportive leadership, mutual respect, trust, personal responsibility, and open communication.

#### Diversity

We will utilize our ethnic, cultural, gender, and experiential differences to encourage participation, opportunity, equality, respect, and responsiveness to our community.



\*Each feather of the swan in the multicolor logo represents a City of Lakeland value.

## ABOUT THE POSITION

The City of Lakeland, Florida is seeking its next Human Resources and Civil Service Director to lead the organization in the delivery of professional and responsive human resource services to an employee base of 2,700 full and part-time City employees. The Director serves as the lead staff person responsible for planning, directing and managing the City's centralized human resource programs and services. This key position provides strategic guidance and leadership in the areas of talent recruitment, employee and labor relations, classification and compensation, and employee development. The Director maintains responsibility for compliance with all federal, State and local employment laws.

Working cooperatively with the City's leadership, department directors, employees, union representatives, elected officials and community partners, the Human Resources Director exercises considerable independent judgement in the administration of human resources programs focused on meeting the needs of the workforce.

The ideal person for this position is a seasoned human resources professional with considerable experience managing human resource programs, is innovative, committed to effective public service and understands the fundamental value of an engaged modern workforce.

## POSITION RESPONSIBILITIES

### *Leadership and Management*

- Provide leadership and oversight for all human resources operations demonstrating best practices in municipal government human resource management.
- Advise and support City leadership on workforce planning, organizational structure, compensation, employee relations, and personnel policy matters.
- Lead and manage employee and labor relations programs. Serve as a member of the labor negotiations team and act as liaison to the City's labor unions (IAFF, FOP, UWUA) .
- Foster a positive organizational culture that promotes teamwork, innovation, and professional development.

### *Strategic Planning*

- Provide a strategic direction that supports City goals for workforce growth and development.
- Lead initiatives related to change management, workforce modernization, and organizational development.
- Work collaboratively across departments and with various stakeholders to achieve shared goals.
- Develop and implement strategic plans to address organizational challenges and opportunities.

### *Engagement*

- Build and maintain strong relationships with City leadership, employees, community members and other stakeholders to advance collaboration and participation in City initiatives.
- Promote awareness of City human resource programs and services to employees of the City.

## POSITION QUALIFICATIONS

- Bachelor's degree from an accredited college or university with major coursework in Human Resources, Public Administration, Business Administration, Industrial/Organizational Psychology, or a related field.
- Ten years of progressively responsible professional human resources experience, including at least three years in a supervisory or senior leadership role. Public sector HR experience in local government preferred.
- A strong understanding of current human resource practice, policy and laws governing a municipal workforce.
- Proven ability to manage diverse teams and foster an inclusive work environment.
- Excellent communication, negotiation, and interpersonal skills.
- Ability to work collaboratively with a wide range of stakeholders.



## CHARACTERISTICS OF THE IDEAL CANDIDATE

- The Human Resources and Civil Service Director should have the ability to lead, manage, and develop staff while fostering a high-performance and service-oriented culture.
- In addition to demonstrating exceptional leadership and management abilities, the Director should be a consensus builder capable of clearly communicating complex ideas while maintaining confidentiality and discretion in sensitive matters.
- The Director should be comfortable at the forefront of positive and productive organizational change, modeling professionalism and integrity.
- Other attributes in the Director sought by City leadership include persistence, superior organizational skills, a positive disposition, knowledge of local government operations, and experience in public sector human resource management.
- The Director must possess a wide range of skills to be successful in the position, from critical thinking skills to creativity and openness to the many possible ways to address the practical, day-to-day challenges of public service delivery.

## OPPORTUNITIES

- Modernization of the Human Resources Department's systems and practices to result in a proactive, efficient internal service organization;
- Ensuring the Department is striving towards the established goals and objectives of the City and working cooperatively with Departments of the City to meet those goals.
- Positively representing the City as a premiere employer in the region, driven by accountability, core values and ethical governance.
- Maintaining strong connections with the City workforce, identifying needs, addressing concerns, and providing thoughtful solutions to issues impacting employee's work.

## COMPENSATION AND APPLICATION PROCESS

The expected hiring range for the position is \$180,000 to \$190,000 based on qualifications and experience. The City provides excellent employee benefits including medical, dental, vision, a flexible spending account, employee assistance program and dedicated Employee Wellness Clinic. Annual vacation and sick leave are provided to employees, as is employer funded basic life insurance, long-term disability coverage, and a range of voluntary benefit opportunities. The City offers a secure pension plan for full-time regular employees.

## TO APPLY:

The recruitment will remain open until the position is filled. The first review of applications is scheduled for Friday, June 26, 2026.

To apply, please email a letter of interest, a detailed resume, and salary expectations to:

**Robert E. Slavin or Tom Gates**

**SLAVIN MANAGEMENT CONSULTANTS**

**e-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)**

**[www.slavinweb.com](http://www.slavinweb.com)**

*Electronic submissions are required.*