



ORANGE COUNTY MAYOR

**Jerry L. Demings**

P.O. BOX 1393, 201 SOUTH ROSALIND AVENUE, ORLANDO, FL 32802-1393  
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October 3, 2022

TO: Board of County Commissioners

FROM: Mayor Jerry L. Demings

SUBJECT: **CONSENT AGENDA ITEM - October 11, 2022**  
Managerial Appointment – Human Resources Department

As you may be aware, Ricardo Daye, who has served Orange County Government as the Director of the Human Resources Department for over 20 years, will retire on December 20, 2022. We appreciate Mr. Daye's decades of trusted leadership and dedicated service. We wish him the very best in the months and years ahead.

A nationwide search was conducted to find a replacement for Mr. Daye. I am pleased to announce the appointment of Yvette Best, EdD, as the Director of the Human Resources Department.

Dr. Best has a Doctorate degree in Organizational Leadership/HR Development, a Master's degree in Business Administration, and a Bachelor of Arts in Spanish. She has over 20 years of experience in human resource management in both the public and private sectors. She comes to us most recently from Publix, where she was the head of compensation and paid time off benefits. Dr. Best's diversity of experience includes managing her own company, working for the National Railroad Passenger Corporation (dba AMTRAK), BBA Aviation, the University of Central Florida, Starwood Vacation Ownership, Tupperware Corporation, Wyeth-Ayerst, and Merck & Company.

Dr. Best's starting annual salary will be \$162,323.20, and her resume is attached for your review. Her start date will be effective October 31, 2022, upon Board approval. This will allow her time to work alongside Mr. Daye to ensure a seamless transition.

Please contact County Administrator Byron Brooks if you have any questions or desire more information.

**ACTION REQUESTED: Confirmation of the Mayor's managerial appointment of Yvette Best as the Director of the Human Resources Department.**

Attachment

c: Byron W. Brooks, AICP, County Administrator  
Carla Bell Johnson, AICP, Deputy County Administrator  
Lisa Snead, Assistant County Administrator  
Ricardo Daye, Director, Human Resources

# YVETTE M. BEST, EdD, CCP, SPHR/SHRM-SCP

<https://www.linkedin.com/in/yvettebest> | (407) 765-0391 | [yvettembest@yahoo.com](mailto:yvettembest@yahoo.com)

Corporate Governance Compensation Administration PTO Offerings Benefits Plan Costing  
Process Improvement Personnel Records Change Management Global Mobility HR Policy and Programs  
Workforce Planning Recruitment and Retention Diversity and Inclusion Employee Relations  
Union and Non-Union Environments Employee Development

## **PROFESSIONAL EXPERIENCE**

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**Publix Super Markets, Inc, Lakeland, Florida**

**Head of Compensation & PTO Benefits ..... 2020-Present**

*Publix, an employee-owned supermarket, wholly owned by present and past employees and members of the Jenkins family, is headquartered in Lakeland, FL and employs ~225,000 employees domestically.*

*Reporting to the VP, Human Resources, responsible for strategy and operational efficiencies for compensation, personnel records, PTO benefits and relocation.*

- Member of the HR leadership team and Compensation Business Partner with senior management providing strategy, consultation, data, analytics, and HR operations process improvement.
- Responsible for the development and oversight of multiple HR centers of excellence that ensure fair pay, competitive paid-time-off offerings, relocation and tuition reimbursement administration and compliance with legal and regulatory requirements relating to maintaining and managing sensitive employment-related records (I9s and hiring documents, leaves of absences and medical information).
- Project Manager for the implementation of a company-wide Paid Parental Leave program effective January 2022; enhanced tuition reimbursement offerings; instituted various solutions to address retention and labor shortages.
- Supported by four Managers, seven Specialists/Analysts, eight Supervisors/Team Leaders and fifty clerical associates.

**Optima HR & Development Solutions, LLC**

**President..... 2016-2017, 2020**

*Sole proprietorship founded to provide human resources consulting and project management services.*

Projects for start-up and non-profit organizations to include: -vendor contract negotiation -benefit program development -payroll and background check system implementation -offer letter and executive employment agreement preparation -company policy/handbook development -serving as short-term HR Generalist - compensation structure development -career path structure development. [www.optimahrdolutions.com](http://www.optimahrdolutions.com)

**National Railroad Passenger Corporation (dba AMTRAK), Washington, DC**

**Director of Compensation & Relocation ..... 2017-2019**

*Amtrak is a federally chartered passenger railroad company employing ~17,000 union and ~3,000 management employees. Reported to the VP of HR and AVP of Total Rewards and Compliance, responsible for strategy and operational efficiencies for compensation and relocation for the management employees.*

- Served as a member of HR leadership team and Compensation Business Partner with senior management providing consultation, data, analytics, HR operations process improvement and compensation communications for all executive compensation and annual incentive programs.
- Managed domestic mobility and other HR-related programs, policies, processes and procedures appropriate for talent/succession planning and review, total rewards strategy, performance management and Board of Directors and compensation committee approval.
- Developed costing and budgetary impact analyses for goals/objectives and organization restructurings.
- HR project manager for enterprise-wide SAP/SuccessFactors variable pay tool implementation - wrote tech specs and formulas for calculations, prepared user testing, and audited information integration.
- Conducted research and detailed market analyses to support corporate-wide structure adjustment for executives and non-executives; developed communications and coordinated system updates.
- Established internal audit process and controls to ensure on-time and accurate reward communications, calculations and payouts for \$50M corporate management bonus program.

- In partnership with HRIS, Finance and Labor Relations leadership, provided retroactive and future calculations at the conclusion of labor ratifications for 17K+ union employees.

**BBA AVIATION, Orlando, Florida**

***Global Rewards Manager* ..... 2014-2016**

*Now Signature Aviation, a market leading, global aviation support and aftermarket services provider, headquartered in London, employing ~5,000 employees globally. Reported to the VP, Total Rewards.*

- Responsible for budgeting, analysis, and monitoring of executive compensation and incentive programs; designed equity, incentive and compensation communications for all plan participants.
- Assisted with benefits strategy setting, costing and employee plan communications.
- Provided data, analytics, guidance and recommendations for talent planning, reviews, performance management, and M&A due diligence for board of director and compensation committee approval.
- Led cross-functional project team to create \$1,750,000 global mobility program in three months; wrote RFP, negotiated vendor contract, and launched new international and domestic policies; oversaw ongoing administration of all facets of program policies, processes and procedures.
- Launched new process to ensure on-time and accurate reward communications, calculations and payouts for \$7,500,000 corporate bonus program; co-led global implementation of new Oracle Fusion HRIS system reward tool - worked on back-end system design, wrote formulas for calculations and testing, prepared user testing scenarios, and audited information integration and accuracy.

**UNIVERSITY OF CENTRAL FLORIDA, Orlando, Florida**

***Compensation Manager* ..... 2013-2014**

*UCF is a public research university employing ~14,000 staff and enrolling ~70,000 students.*

- Provided consultation to VPs, Deans, Chairs and Directors for change management, department process improvement, pay plan conversations, reorganizations and classification changes. Developed/redesigned university-wide structures, procedures and practices related to compensation.
- Led compensation programs for 10,000 staff; conducted salary surveys, forecasting and data analyses.

**ORANGE COUNTY PUBLIC SCHOOLS, Orlando, Florida**

***Algebra Teacher, Athletic Coach, Assistant Athletic Director* ..... 2002-2013**

*OCPS is the eighth largest school district in the United States and the fourth largest in Florida serving more than 215,000 students at 199 schools with over 25,000 team members.*

**ADDITIONAL EXPERIENCE**

**STARWOOD VACATION OWNERSHIP, INC., Orlando, Florida, *Director, Compensation and HRIS*, 1998-2001**  
Executive/variable compensation, salary administration, HRIS, relocation, travel program, HR compliance.

**VALENCIA COLLEGE, Orlando, Florida, *Adjunct Instructor, SHRM PHR/SPHR Certification-Compensation and Benefits Module 4*, 1998-2009.** Taught HR professional certification exam prep course.

**TUPPERWARE CORPORATION, Orlando, Florida, *HR Worldwide, Compensation Manager, Senior Analyst*, 1996-1998.** Executive/employee compensation programs, expatriate tax planning, tax equalization programs.

**WYETH-AYERST LABORATORIES, St. Davids, Pennsylvania, *HR Planning and Administration, Senior Compensation Analyst*, 1995-1996.**

**MERCK & COMPANY, INC., West Point, Pennsylvania, *Human Resources Senior Associate Compensation Systems; Human Resources Associate, Orientation and Training*, 1992-1995.**

***EDUCATION***

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*EdD in Organizational Leadership/HR Development, NOVA SOUTHEASTERN UNIVERSITY, Fort Lauderdale, FL*

*MBA in Business Administration, RUTGERS BUSINESS SCHOOL, Newark, NJ*

*BA in Spanish, THE UNIVERSITY OF MICHIGAN, Ann Arbor, MI*

***CERTIFICATIONS***

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*Certified Compensation Professional (CCP) | Senior Professional in HR (SPHR)  
SHRM Senior Certified Professional (SHRM-SCP)*

***AFFILIATIONS***

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**Society for Human Resource Management**, Member, 1993-Present

**WorldatWork**, Member, 1993-Present

**Alpha Kappa Alpha Sorority, Inc.** Member, 1997-Present; Charter Member of Psi Theta Omega Chapter-2008

**Greater Washington Employee Relocation Council**, Member since 2017; Board Member, 2020 - Present

**Central Florida Compensation & Benefits Association**, Board Member, 1996-1998, 2017 - 2018 (VP)

**Greater Orlando Organization Development Network**, Member, 2016 - 2019

**Southeastern Regional Relocation Council**, Board Member 2022