

The Maryland-National Capital Park and Planning Commission

TITLE: Therapeutic/Inclusion Manager

GRADE: 30

DATE: 8/4/2023

SERIES: Recreation

CODE: 2028

EEO: Professional

FLSA: Exempt

Class Definition:

Under general direction, manages an organizational unit responsible for the overall administration and development of the department's therapeutic recreation and disability services on a countywide basis. Performs difficult professional therapeutic recreation work, that involves providing the highest level of technical assistance in the areas of therapeutic recreation programs, inclusion services, reasonable accommodations and modifications and personal assistive mobility devices (e.g., Americans with Disabilities Act (ADA)). Performs supervisory duties for disability and therapeutic countywide subordinate staff in planning, developing, and implementing diverse and comprehensive therapeutic recreation programs and services for individuals with disabilities. Performs fiscal management, human resources management, program access operations and operations management functions and solves difficult and complex problems directly impacting the effectiveness of the functions, operations and services provided by the therapeutic recreation and disability services unit. Decisions involve collecting data and information, thorough assessment and specialized analysis of individual and program issues or situations including policy, compliance, resource planning, and special circumstances impacting program planning and management. As a highly visible position in the county, requires close contact with staff, individuals with disabilities, groups, government officials and agencies for the total management of a highly diversified work program. Responds to parent and caregiver complaints and findings of noncompliance which can include highly confidential or highly sensitive information. Work (as supervisor) results in provision of important administrative support services and the effectiveness of the therapeutic recreation programs and services unit. Applies expert knowledge of, and skill in, therapeutic recreation, inclusion support, modifications, park and recreation administration, disability characteristics and behaviors support, budget procedures and principles, statistical analyses, County, State and Federal accessibility and safety and health regulations, standards on community-based therapeutic recreation programs, grant procurement, legislation and regulations affecting individuals with disabilities (e.g., ADA), transportation systems and program management; as well as knowledge of marketing and public relations methods and techniques to facilitate program acceptance, participation and cooperation. Performs various types of operational and supervisory analyses to ensure adequacy, accuracy and effectiveness in assigned functions. Interacts with people inside and outside the organization to exchange information, coordinate, instruct, guide, advise, obtain agreement or compliance, present, defend, convince or persuade and achieve other desired actions. Meets the FLSA standard for exemption as a supervisor. Performs other duties, as assigned.

Work is assigned in terms of functional responsibilities, goals, priorities and resources. Incumbent plans and manages all unit work within this framework and is held accountable for provision of effective products and services including timely advice to management and achievement of Department goals. Incumbent is expected to keep the supervisor informed and to seek assistance only for highly complex or very sensitive matters. Work is expected to be highly effective and is evaluated in terms of achievements, teamwork, customer service standards and other factors such as skill and ingenuity in overcoming technical and non-technical problems including intra- and interdepartmental coordination challenges.

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Examples of Important Duties (Estimated Percentages):

1. Unit Management/Staff Supervision (20%)

- Manages the assigned work program and unit. Keeps unit staff informed of Commission policies and procedures and establishes work program goals and objectives. Sets work standards and enforces work rules; plans, schedules, assigns and reviews the work of the unit. Provides input for, recommends and administers approved unit budgets (controls expenditures); manages unit staff and other personnel in support of programmatic objectives and operational requirements. Monitors work operations; ensures oversight of the work by consultants and contractors. Provides a wide range of direction to subordinate staff regarding planning, developing, implementing and evaluating comprehensive therapeutic recreation programs and delivery of disability services. Reviews and approves programs, projects and services; identifies, conducts and coordinates training for department staff on disability related topics.
- Performs a full range of supervisory human resource (HR) management functions, unit-wide. Initiates or recommends official personnel actions such as recruitment, selection and transfer; selects or helps select staff; sets goals and expectations; trains and develops staff or ensures staff training and development; mentors and coaches; counsels or disciplines; approves or disapproves leave; ensures adherence to equal employment opportunity (EEO) requirements and pertinent Commission policies and procedures; establishes and communicates objectives and expectations, and evaluates performance.

2. Quality Assurance/Quality Control Related (±60%)

- Serves as program accessibility subject matter expert; functions as consultant and technical advisor to staff on ADA compliance issues, both programmatic and architectural. Oversees consistent service delivery of countywide inclusion services and the countywide program accessibility committee and establishes priorities and initiatives; develops and interprets policies, practices and procedures. Provides recommendations on resource allocations, advisory board appointments and business practices.
- Defines overall performance goals and objectives, establishes standards, priorities and initiatives for therapeutic recreation programs and inclusion services specifically targeted for county residents of all ages with various disabilities (cognitive, social/emotional, physical, sensory). Reviews and approves policies, procedures and manuals. Identifies best practices and provides universal design recommendations regarding program and facility access for proposed new multigenerational facilities and Capital Improvement Projects (CIP). May serve in absence of Division Chief.
- Provides ADA project management; reviews CIP project plans and provides recommendations for all facilities developed in the Department to ensure compliance with current regulations and building codes concerning architectural and programmatic accessibility for individuals with disabilities. Ensures consistency of service delivery with regard to ADA and established Departmental policies and procedures; drafts ADA update notices for review, approval and adoption to policy.

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- Manages Therapeutic Recreation Unit budget which includes therapeutic programs and inclusion support/program access; prepares annual budget request. Attends public budget forums. Controls expenditures in accordance with the approved budget; allocates service area budgets for therapeutic program leadership. Ensures revenues and expenditures are monitored; reviews and approves purchase requisitions and checks requests. Reviews contracts ensuring conformity to purchasing practices and requirements; ensures the administration of grants. Prepares Request For Proposal (RFP) and bid specifications; evaluates bids and price quotes, and solicits donations and scholarships.
- Provides for external coordination, research and development; seeks public input. Drives Commission vehicles to meet with citizens, community groups and other local, state and federal governmental agencies to identify needs, plan programs and represent the Department on issues related to community therapeutic recreation services for individuals with disabilities. Develops strategic partnerships or formal agreements with external groups, organizations and stakeholders.
- Resolves complaints and investigates issues of noncompliance or discrimination; responds to accessibility grievances related to programmatic barriers and complaints. Provides guidance to divisions on resolving issues, modifying programs to accommodate individuals with disabilities. Elevates concerns to Legal Department and supervisors when appropriate; delegates or responds to requests for information, investigates complaints in a timely manner and provides direct crisis management support for highly visible, political or litigious issues concerning ADA compliance.

3. Other (20%)

- Reviews Commission policies and procedures, standardized contract language and serves on committees to ensure that Commission facilities and programs provide consistent service delivery, equal access and enjoyment to individuals with disabilities. Chairs Department's ADA Compliance Committee.
- Gives presentations at state, national and local workshops and conferences; reviews and approves department's disability newsletter, articles, program newsletters, flyers, press releases and public service announcements.
- Reviews technical literature; meets with vendors and exchanges information with other governmental agencies and community advocacy organizations. Conducts studies to investigate administrative policies, procedures, practices and legislation; attends professional conferences to identify new programs, methods and equipment.
- Ensures maintenance of records; including revenues and expenditures, inventory of supplies and equipment, personnel, correspondence, complaints, program site visits and evaluations, trainings offered. Performs statistical analysis to write inclusion services reports, monthly/annual reports and compiles and analyzes complaint data; writes periodic administrative and operational reports.
- Leads teams on special project work as assigned.

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Important Worker Characteristics:

A. (1) Expert knowledge of, and skill in (a) therapeutic recreation; (b) inclusion support; (c) park and recreation administration; (d) disability characteristics and behavior support; (e) budget procedures and principles; (f) statistical analyses; (g) County, State and Federal building codes on accessibility; (h) standards on community based therapeutic recreation programs; (i) grant procurement; (j) legislation and regulations affecting individuals with disabilities, e.g., Americans with Disabilities Act (ADA); (k) transportation systems; and (l) program management.

(2) Knowledge of (a) marketing and public relations methods and techniques to facilitate program acceptance; (b) participation and cooperation with program participants, higher levels of recreation program authority, staff and with the public; and (c) Commission organization, policies and procedures*.

**Typically acquired or fully developed primarily after employment in this job class.*

- B. Knowledge of, and skill in, (1) planning, assigning and reviewing work, (2) budgeting, using capital and managing resources to accomplish work, and (3) managing work and supervising employees at the first level of supervision, or ability to rapidly acquire this knowledge and skill set; this includes knowledge of, and skill in applying, HR management and EEO principles and practices.
- C. Skill and ability to (1) manage a system for setting performance measures, evaluating program results, problems and requirements within a constantly changing environment and in terms of financial difficulties, a highly fluid participant community, and the critical need to meet the wide range of participant interests with activities which fulfill disability community needs and promote the maximum sense of growth and achievement; and (2) perform cardiopulmonary resuscitation (CPR), automated external defibrillator (AED) and first aid.
- D. Considerable skill in problem solving to select, organize and logically process relevant information (verbal, numerical or abstract) to solve a problem. This includes skill in identifying subtle aspects of problems and making recommendations and decisions. Examples include performing an analysis of all elements involved, including possible differences in policy, special circumstances impacting program planning and management; and understanding of the relationship of recreation program activities, services and resources to the interests and needs of participants, and to the services and facilities of support organizations.
- E. Considerable skill in communication to understand verbal and written information (including facts, assertions and arguments), draw inferences, form hypotheses and develop logical arguments and to express such information so that others will understand and, in some situations, agree, comply or take other desired actions. This includes skill in actively listening to ascertain key information, including perspectives, concerns, wants and needs of others, and in communicating effectively to obtain agreement, compliance or other desired results. Examples includes diplomacy in outlining the needs of the program to a wide variety of internal and external contacts; mediating disputes; communicating clearly and concisely to a varied audience with wide ranging needs and requirements.

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- F. Interpersonal skills to interact with contacts in a businesslike, customer service-oriented manner; this includes skill in establishing and maintaining effective working relationships and working as a leader of a team and mediating disputes.
- G. Skill in operation of (1) computer and software; (2) enterprise computer software; (3) various assistive devices for individuals with disabilities (e.g., wheelchair, assistive listening devices, hydraulic lift); (4) adapted recreation equipment (5) audio, visual and video equipment; and (6) outdoor equipment.

Minimum Qualifications (MQs):

1. Bachelor's Degree in Therapeutic Recreation, Special Education, Vocational Rehabilitation, Occupational Therapy or any related field.
2. Six (6) years of therapeutic recreation experience which includes three years' experience at a supervisory level.
3. An equivalent combination of education and experience may be substituted, which together total (10) years.
4. Valid certification as a Therapeutic Recreation Specialist (CTRS).
5. A valid driver's license in accordance with both State and Commission rules and regulations. Driver's licenses must be unencumbered by restrictions, revocations, suspensions, or points that could limit the employee's ability to drive Commission vehicles or perform driving duties required of the position.
6. Obtain and maintain all applicable certifications.
7. Pass Commission medical examination.

Working Conditions:

Works in office and in community. Some work outside of core business hours including evenings, weekends and occasional holidays. Some driving is required. Works with individuals with a variety of disabilities, including some with potentially unpredictable or aggressive behavior. Responds to emergencies and crisis intervention situations. Incumbents in this class must frequently: remain in a stationary position and position self to complete work, assist people with disabilities, communicate and exchange information with internal staff and the public, be able to see objects and words, and lift objects weighing up to 49 pounds. May be subject to various job demands such as high volume of work, interruptions and tight deadlines.