

The Maryland-National Capital Park and Planning Commission

TITLE: Corporate Policy and Management Ops Director GRADE: 38 DATE: 4/30/2018
SERIES: Corporate Management CODE: 1146 EEO: Official/Admin FLSA: Exempt

Class Definition:

Under general direction, serves as Commission-wide Corporate Policy and Management Operations (CPMO) Director. Directs and implements Commission-wide initiatives, programs and policies to provide senior level expertise and recommendations to Executive Director, Department Directors, Commissioners and the Merit System Board. Ensures objective information and authoritative, insightful analyses are provided to top management for making decisions on management programs and policies and related management matters. Manages the CPMO Division to (1) provide high quality support for the Executive Director of the Commission, (2) direct the development and management of Commission-wide corporate policy system to include managing, developing and ensuring the integrity of policies and operational standards, (3) direct Commission-wide risk management, safety and loss control programs, (4) direct and provide oversight of corporate records management program for operational effectiveness and compliance with State and Federal regulations, (5) manage the development and administration of operating budgets for the department, bi-county support services (multi-department) and Internal Service Fund budgets (Commission-wide Risk Management Fund and the Executive Office Building Fund), (6) develop the budget planning strategy for timely preparation and review of budget proposals by the Executive Director, Planning Boards, Commission and County Councils, (7) prepare and present management recommendations, and (8) perform related functions such as manage corporate communications. Plans the work of, and organizes and manages, the Division through subordinate unit managers and staff; oversees the work of consultants and contractors. Manages all Division resources. Leads the Division's management leadership team and serves as a key member of the Department's and the Commission's management leadership teams. Some work is highly confidential or highly sensitive. The work has substantial Commission-wide management impact; this includes high profile or high impact matters. Applies extensive knowledge of management principles as well as knowledge of federal and state regulations, research and development of policies, programs and corporate communications, and other administrative management. Implements Commission work programs and initiatives and other Commission-specific information altogether to ensure the Commission's corporate initiatives, programs and policies promote operational effectiveness, internal controls and a preferred workplace. Performs extensive analyses and assessments of multiple, interactive variables, including uncertainties, to determine effects. 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 concerning highly complex or sensitive matters. Performs other duties, as assigned.

Work is assigned in terms of functional responsibilities, goals, priorities, and resources. The incumbent plans and manages all unit work resources within this framework and is held accountable for provision of effective corporate policy and corporate communications products and services including timely advice to senior and top management and achievement of Division goals. The incumbent is expected to keep the supervisor informed and to seek assistance only for unmanageable problems. Work is expected to be highly effective and is evaluated in terms of achievements, teamwork, customer service and other factors.

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Examples of Important Duties (Estimated Percentages):

1. Unit Management/Staff Supervision (±60-70%)

- Manages the CPMO Division. Keeps Division staff informed of Commission policies and procedures; establishes work program goals and objectives of the Division; sets work standards; enforces work rules; plans, schedules, assigns, and reviews the work of the Division; develops, recommends and administers approved Division budgets (controls expenditures); manages Division staff and other personnel in support of programmatic objectives and operational requirements; monitors work operations; ensures oversight of the work of consultants and contractors.
- Performs a full range of supervisory human resource (HR) management functions Division-wide. Initiates or recommends official personnel actions such as recruitment, selection and transfer; selects or helps select staff; 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 (±20-25%)

- Ensures support for the Executive Director in budgeting, corporate policy planning, day-to-day office management, support of Directors or Commissioners, specialized committees, and other agency matters including emergency closings, execution of contracts, and handling of critical issues.
- Ensures effective development of strategies, standards and programs in a wide range of administrative management fields. Makes sustainable recommendations crafted to ensure understanding, acceptance, and compliance. Ensures consideration of multiple, often complex or sensitive organizational concerns, opinions or competing interests, laws, system limitations, and available resources. Balances these interests to help ensure that decision-makers (Executive Director, the Merit System Board, and Commissioners) have confidence in the options or recommendations presented and the supporting analyses, and that they are legally compliant, consistent with pertinent policies, procedures, agreements (such as collective bargaining agreements) and other factors.
- Provides Commission-wide interdepartmental support to Executive Director.
 - Plans, designs and executes new initiatives, complex and specialized management studies and business process reviews (e.g. Commission-wide leadership development, staff training, branding/marketing, legislative management reviews, etc.).

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- Leads and/or serves on specialized interdepartmental work groups, task forces and committees with senior management. Provides expert analysis of management needs, workplace issues and options or consequences of actions. Develops work plans and directs teams to accomplish organizational goals.
 - Handles sensitive and visible workplace matters, regulatory compliance issues and liability concerns. Determines appropriate sensitivity of issues and alerts Executive Director and senior management of critical matters.
 - Makes presentations in public meetings of the Commission (e.g. open and closed meetings) and to external groups.
 - Serves in acting capacity in absence of Executive Director (e.g. handle urgent matters, review/approve contracts, lead meetings, etc.).
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- Directs the development of Commission-wide policy systems. Ensures the integrity of Commission-wide policy systems (e.g. Merit System Rules and Regulations, Commission Practices, Administrative Procedures, Notices, etc.). Ensures effective management of policy systems comprised of policies and manuals covering a broad set of subject matters and operations that span myriad established and evolving State or Federal regulatory requirements. Ensures establishment of cogent and practical standards by which employees or managers must function and plans for future modifications and amendments.
 - Ensures effective management and oversight of assigned corporate programs including, but not limited to, the risk management, safety and loss control programs and the corporate records management program; this includes development and presentation of strategic and tactical plans, compliance with Federal, State and County regulations, and development, implementation and enforcement of Commission rules, policies and procedures for the programs.
 - Ensures effective preparation and presentation of management recommendations. Designs written and oral presentations (of highly complex programs or budget proposals, organizational issues and other matters) in a deliberate manner to facilitate decision maker and implementer understanding of complicated issues, options and recommendations. Ensures corporate communications are cohesive, logical, and reflect comprehensive understanding of the subject matter. Presents clear and credible information to support sound decision making by directors, deputy directors and Commissioners.
 - Interprets and advises managers on corporate program, policies and the mitigation of risk. Monitors compliance with laws, regulations, policies and programs; takes corrective action. Sets the example in ethics and integrity in all corporate policy and administrative management matters.

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- Coordinates activities with other Commission units and government agencies. Attends meetings, hearings and work sessions. As the Commission's top administrative policy, risk and management operations principal, serves as focal point for senior managers regarding related matters. Advises senior management, Commissioners and Boards with objective information and authoritative, insightful analyses and advice for making decisions on policy, liability and workplace safety and health matters, and other operations matters. Presents key policy issues and information to the Merit Board, Commissioners, Department Heads, legal, senior managers, and others; information provided includes sensitive findings/matters, management oversight and operational matters.

3. Other (±10-20%)

- As Division Director, fosters high standards of ethics, integrity, transparency, organizational responsibility and commitment to public service. As a member of the Department's and Commission's management leadership teams, helps peer senior managers foster the same attributes Department- and Commission-wide.
- Identifies, recommends, and implements new work methods, policies, and programs to enhance productivity and effectiveness. Works with all levels of management, Commissioners, Merit System Board and employees throughout the Commission, as well as interagency teams, to resolve problems, enhance inter-staff or interagency teamwork, develop Commission-wide changes in policies and other initiatives, and implement the work programs of the Department and the Commission.
- Identifies, recommends and implements new work methods, policies and procedures to enhance productivity and effectiveness. Works to resolve problems, enhance inter-staff or interagency teamwork, develop and implement changes in policies and procedures, and implement the work programs.
- Works closely with County and State representatives/officials, managers and attorneys to develop positions, settlement agreements and strategies to handle sensitive concerns/liability matters; and implement or advise on regulatory mandates.
- Maintains confidentiality of data, including legally-protected personal information, sensitive decision-making and programmatic data, and other sensitive information.
- Stays informed of changes in the areas of work focus, including new or updated federal/state/local laws, court rulings/interpretations, in the areas of employment, internal controls and public accountability, safety, health, liability, organizational responsibilities and workplace effectiveness.

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- Assesses and recommends options or solutions that incorporate key stakeholder concerns into initiatives, as practicable. Investigates complaints, concerns or sensitive workplace matters. Responds to sensitive and complex inquires or requests for information from officials, managers, employees and other stakeholders.
- Communicates and interacts effectively with business contacts. Establishes and maintains or enhances working relationships, including teamwork. Promotes internal and external collaboration and facilitates inclusion and, as practicable, sound group decision-making. Meets with employees, Commission groups, business groups, government agencies, elected or appointed officials, special interest groups and other stakeholders to identify wants, needs, concerns and perspectives, plan programs, and presents recommendations, explains or defends Commission corporate policies, programs and initiatives. Actively listens to obtain full understanding and seeks to obtain agreement and compliance, convince and persuade or achieve other desired results.
- Uses a computer and modern office suite software (such as MS Office), enterprise software and specialized software for planning, scheduling, communicating (email), word processing, manipulating data, preparing presentations, reporting time and attendance, budgeting, requisitioning, researching (the Internet), and performing other functions.

Important Worker Characteristics:

- A. (1) Extensive knowledge of, and skill in applying, the principles, methods, techniques and generally-accepted practices of management analysis, policy research and development and corporate communications in research, development, issuance or administration of corporate policies and corporate communications as well as provision of risk and safety management and insurance and loss control programs, products and services; this includes considerable skill in making strategic and tactical administrative management assumptions, analyzing external and internal policy guidance and regulatory compliance requirements, assessing and addressing policy problems, and advising managers of administrative management policies that govern the workplace.
- (2) Knowledge of key parts of key Federal and Maryland* regulations governing risk management, safety, loss control and records management such as Maryland Occupational Safety and Health (OSHA/MOSH) regulations, Maryland Workers Compensation regulations, Maryland Public Information Act (MPIA) and Maryland Open Meetings Act (MOMA) requirements, and Maryland regulations governing public records management altogether to ensure regulatory compliance.
- (3) Knowledge of general (administrative) management of work programs and how corporate administrative policies, including workplace standards, influence productivity as well as quality and effectiveness of work products and services.
- (4) Knowledge of key Commission work programs to review corporate policy systems, programs, products and services and ensure their effectiveness, advise on policy options to accomplish work programs and ensure authoritative, insightful analyses of policy matters*.

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(5) Knowledge of Commission organization, policies, and procedures (including insurance, safety and loss control transaction processes and other risk and safety management-specific information)*.

**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 and second levels 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. 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 recognizing subtle aspects of problems and making recommendations and decisions. Examples include applying a wide variety of qualitative and quantitative measures to analyze impact of various regulatory requirements on the Commission; developing or reviewing and approving and using risk and safety assumptions for trending; allocating resources across subordinate units; proactively identifies, prepares for and responds to emerging administrative management issues; and weighing pros and cons and managing resources to achieve Division level goals and objectives in support of Commission goals and objectives.
- D. 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, at times, be convinced or persuaded. This includes skill in actively listening to ascertain key information, including perspectives, concerns, wants and needs of others, skill in encouraging effective communication by others such as senior managers concerning corporate policy or line managers concerning risk and safety management problems, skill in communicating effectively with various stakeholders having diverse viewpoints concerning highly complex or highly sensitive policy issues or safety and loss control situations, and skill in speaking in public. Examples include development or review of issue papers, corporate policies and corporate communications, and review of updates and changes to, and interpretations of, Federal and State mandates governing corporate administrative management matters.
- E. Interpersonal skills to interact effectively with business contacts in a businesslike, customer service-oriented manner; this includes skill in establishing and maintaining effective working relationships and working as a member or a leader of a team concerning highly complex or highly sensitive matters.
- F. Skill in using a computer, modern office suite software (such as MS Office), enterprise software and specialized software.

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Minimum Qualifications (MQs):

1. A Bachelor's Degree in Business Administration, Public Administration, Public Policy, Management Science or any related field.
2. Eight years of progressively responsible experience that includes substantive work in the range of duties and responsibilities in this class specification.
3. An equivalent combination of education and experience may be substituted, which together total 12 years.
4. Valid driver's license in accordance with both State and Commission rules and regulations. Driver's license 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 by the position of assignment.

Working Conditions:

Works in an office setting; may work outdoors briefly on an incidental basis. Work is primarily sedentary and requires very light to light physical effort. May be subject to various job demands such as high volume of work and tight deadlines.