

The Maryland-National Capital Park and Planning Commission

TITLE: Corporate Human Resources Director GRADE: 38 DATE: 4/30/2018
SERIES: Corporate Human Resources CODE: 1551 EEO: Official/Admin FLSA: Exempt

Class Definition:

Under general direction, serves as Human Resources (HR) Director for the Commission. Directs and implements effective HR policies and programs Commission-wide to ensure the agency is able to attract, retain, motivate and reward a high quality, productive workforce. Manages the Human Resources Division to provide high quality HR systems, programs, products and services, Commission-wide, in the functional domains of classification-compensation, recruitment-selection-placement, equal employment opportunity (EEO), employee-labor relations, training, HR Management System (HRMS), official personnel records management, employee benefits and health-welfare services. Plans the work of, and organizes and manages, the Division through subordinate unit managers and staff; oversees the work of consultants and contractors. Controls 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 HR management impact; this includes high profile or high stakes matters. Applies extensive knowledge of HR management as well as knowledge of administrative management, key Commission work programs and initiatives and other Commission-specific information to ensure the Commission's HR systems, programs, products and services are effective. Performs intensive 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 HR management 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.

Examples of Important Duties (Estimated Percentages):

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

- Manages the HR 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.

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- Performs a full range of supervisory 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 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 the effective preparation and presentation of the Commission's HR strategic and tactical plans covering the full array of HR functional domains. Develops, or reviews and approves or recommends, and implements Division, Department or Commission policies and procedures. Develops, reviews, approves, recommends, and implements HR programs, projects and initiatives.
- Interprets and advises managers on HR policies and procedures.
- Monitors HR management at unit levels across the Commission to ensure compliance with laws, regulations, policies and procedures including Merit System Rules and Regulations and collective bargaining agreements; directs or takes corrective action.
- Conducts or reviews HR impact studies and related management studies which include such variables as known, suspected and unknown conditions and trends. Develops or reviews reports, estimates and projections for purposes of workforce or compensation planning, talent management and labor relations planning or negotiations to fulfill management objectives. Interprets HR data and trends within the Commission. Advises management of implications for the Commission. Reviews and responds to requests for HR information.
- Coordinates activities with other Commission units and government agencies. Attends meetings, hearings and work sessions. As the Commission's HR management official, serves as focal point for senior managers regarding HR-related issues, provides top management objective information and authoritative, insightful analyses and advice for making decisions on the Commission's HR systems and related administrative management matters, and presents key HR issues and information to the Merit Board, Commissioners, management, senior managers, and others; information provided includes sensitive employee and labor relations matters.
- 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.).
 - 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.

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- 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.).

3. Other (±10-20%)

- Identifies, recommends, and implements new work methods, policies, and procedures to enhance productivity and effectiveness. Works with all management within the Department, to resolve problems, enhance inter-staff or interagency teamwork, develop and implement changes in policies and procedures, and implement the work programs.
- Participates in collective bargaining and provides HR information support to the collective bargaining management team. Works closely with officials, line managers and attorneys to develop bargaining positions or contract language, to interpret or advise on provisions of contracts and to perform related functions.
- Maintains confidentiality of data, including legally-protected personal information, sensitive HR and programmatic data, and other sensitive information.
- Stays informed of changes in the areas of work focus, including updates, changes and key court cases concerning critical legal and regulatory guidelines such as Title VII, the Family Medical and Leave Act (FMLA), Fair Labor Standards Act (FLSA) and the employment provisions of the Americans with Disabilities Act (ADA).
- Assesses and recommends options or solutions that incorporate key stakeholder concerns into initiatives, as practicable. Investigates complaints. Responds to sensitive and complex inquires or requests for information from management and union 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 present, explain and defend Commission HR policies and programs. Actively listens to obtain full understanding and seeks to obtain agreement and compliance, convince and persuade or achieve other desired results.

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- 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 HR administration which includes considerable skill in making strategic and tactical HR management assumptions, analyzing HR trends, assessing and addressing HR problems, and advising line managers of HR options to accomplish their work programs.
(2) Knowledge of key laws and regulations governing HR such as Title VII, the FMLA and the employment provisions of the ADA to ensure regulatory compliance.
(3) Knowledge of general (administrative) management of work programs and how HR influences productivity as well as quality and effectiveness of work products and services.
(4) Knowledge of key Commission work programs to review HR systems, programs, products and services to ensure effectiveness, advise on HR options to accomplish work programs and ensure authoritative, insightful analyses of HR matters*.
(5) Knowledge of Commission organization, policies, and procedures (including HR transaction processes, applicant examining, labor relations issues and other HR-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 developing or reviewing, approving and implementing short- and long-term work program goals and objectives; allocating resources across subordinate units; proactively identifies, prepares for and responds to emerging HR management issues; and weighing pros and cons and managing resources to achieve Division level goals and objectives in support of Commission goals and objectives.

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- 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 line managers concerning HR problems, skill in communicating effectively with various stakeholders having diverse viewpoints concerning highly complex or highly sensitive personnel issues and in collective bargaining situations, and skill in speaking in public. Examples include development or review of HR policies and procedures, union contract language, memoranda of understanding and review of updates and changes to, and interpretation of, Federal and State regulations governing HR 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.

Minimum Qualifications (MQs):

- 1. A Bachelor's Degree in Human Resources, Business Administration, Public Administration, Management Science or any other 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.