

## **The Maryland-National Capital Park and Planning Commission**

TITLE: Chief of Staff

GRADE: 34

DATE: 3/18/2024

SERIES: General Administrative CODE: 3245 EEO: Official Administrator FLSA: Exempt

### Class Definition:

Under general direction and within the Office of the Director, supports the Department Head by providing strategic, administrative and programmatic oversight of one or more complex programs for a department (e.g., community relations, financial management, research and grant management, communications management or strategic planning and policy). Directs and implements Department-wide initiatives, programs and policies to provide senior level expertise and recommendations to Department Director. Reviews and assesses programs to determine whether the goals and objectives of the Department are being met; recommends policy and organizational changes and develops business strategies including goals and metrics. Upon approval of Department Head, implements changes to ensure operational efficiencies and program compliance. Supervises staff, programs and projects to ensure Department priorities are met. Serves as Department's liaison to elected officials and other stakeholders and interprets and communicates Department Director's views on policies and priorities when responding to inquiries and requests for information. Provides strategic guidance for budget activities and media relations within the Department including development and administration of the Director's Office budget. Work may be highly confidential or sensitive. Work has substantial department-wide management impact on high profile or high stakes matters and key methods and practices of doing business that affects the planning, development, and operation of Departmental programs and services. Applies extensive knowledge of broad principles, methods, practices, policies, procedures of department-wide programs, business strategy, state, county and local government structures, project management, fiscal management, strategic leadership and complex research and analysis. Performs complex research and intensive analyses and makes probing assessments of multiple, interactive variables, including uncertainties, to develop and monitor highly specialized programs as a Department subject matter expert. 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. Meets the FLSA standard for exemption as a supervisor. Performs other duties, as assigned.

Work is assigned in terms of overall functional responsibilities and Department and Commission goals and objectives. Incumbent independently, in consultation with the supervisor as needed, decides specific work projects to perform; plans, coordinates, determines and acquires the necessary resources required; develops and establishes facility and operational program procedures, methods and approaches; and proposes or introduces policies. Employees at this level are responsible for achieving unit and organizational objectives and goals and are allocated responsibility for all necessary resources (staff, equipment, money) to accomplish unit goals. Work is reviewed in terms of fulfillment of Department and Commission objectives, compatibility with broad policies, and overall effectiveness in meeting program objectives.

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### Examples of Important Duties (Estimated Percentages):

#### 1. Management/Staff Supervision (±40%)

- Supports the Director in development of business strategies for the department by assessing risks and opportunities for expansion, setting overall goals and metrics and proposing projects or systems to optimize performance and revenue for the department. Consults with the Director on department issues and operational objectives. Recommends organizational changes in response to public issues or operational efficiency enhancements. Ensures the evaluation of local, State and Federal proposed legislation in anticipation of effects on the Department and provides recommendations to the Director's Office. May conduct quality control reviews of division performances with respect to key performance indicators, Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards and departmental priorities; supervises compliance, performance and innovation processes for the department.
- 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. Core Functions (±45%) – assigned functions vary by position

- Community and Stakeholder Relations. Represents the Department on County, State and Regional committees and conferences. Presents projects to state representatives and County Council as required. Ensures responses to sensitive projects by establishing an approach that includes the position of the department. Serves as liaison for elected officials and other stakeholders. Manages information associated with high profile projects to ensure successful responses. Works with staff to develop individual work programs that reflect the priorities of the Department. Oversees and ensures successful completion of special programs and projects assigned by the Director; oversees maintenance of measurable data. Collaborates with Department leadership to ensure strategic alignment with the mission, goals and objectives of the Office of the Director. Oversees department-wide outreach program to promote the advancement of Department Diversity and Inclusion programs.
- Financial Management. Delivers strategic guidance for various budget activities within the Department to include budget formulation, monitoring, reporting and presentations. Provides strategic recommendations and coordinates with the Department Executive Team and budget managers regarding all budget matters. Ensures coordination to plan the operating budget impacts. Leads and supports Budget Manager and appropriate staff to perform duties associated with preparing, monitoring and reporting the budget. Presents budget initiatives and management reports to the Department's Executive Leadership Team and Division Chiefs.

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- Research and Grant Management. Delivers strategic recommendations and coordinates with the Department Executive Team. Provides strategic leadership and oversight for research and grant opportunities for the Department to support operations, projects and initiatives. Ensures coordination of corporate sponsorship policies, outreach and development, corporate contracts and recognition programs for partners.
- Communications Management. Provides leadership and strategic guidance of media relations on behalf of the Office of the Director. Coordinates media relations and communications materials with Departmental or other Commission public information staff. Interprets and communicates the Director's views and direction on policy and procedures, including confidential and sensitive issues. Ensures coordination of internal and external communications of the Office of the Director. Performs strategic leadership and oversight of and advisement on Departmental social media content on behalf of the Office of the Director. Follows Planning Board meetings to advise Deputy Directors and Director on follow-up items and potentially controversial issues and advisement on strategic messaging.

### 3. Other (±15%)

- Oversees and coordinates responses, work activities, assignments and projects internal to the organization ensuring the effective completion of initiatives and requirements pertaining to the Office of the Director. Ensures the compilation and analyses of data or processes and creation of final reports or presentations for the Director and Deputy Directors.
- Facilitates internal and external messaging and communications from the Office of the Director to inform the Department of organizational programs, initiatives and other emerging developments or responses to public and legislative inquiries.
- Liaises and maintains effective working relationships with internal and external stakeholders to include the Department leadership, as well as elected officials at the local, county, state level and community or business leaders.

### Important Worker Characteristics:

- A. Extensive knowledge of (1) broad principles, methods, techniques and practices of department-wide programs; such as human resources management, organizational design, metrics management, financial management and communication management, research and grant management; (2) business strategy; (3) state, county and local government structures; (4) project management; (5) fiscal management; (6) strategic leadership; (7) complex research and analysis techniques; and (8) Commission organization, policies and procedures\*.

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

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- 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 unit work and supervising employees at the first or second level of supervision, or ability to rapidly acquire this knowledge/skill set; this includes knowledge of, and skill in applying, HR management and EEO principles and practices.
- C. Skill and ability to (1) develop, implement and monitor highly visible and controversial programs and projects; (2) coordinate work assignments within a team to effectively achieve desired outcomes; (3) conduct complex data analyses; (4) handle multiple projects simultaneously and the prioritization of assignments; (5) lead teams in highly visible projects; (6) identify revenue-generating opportunities which add value to the department; and (7) develop strategic partnerships between the Commission, business communities, County Council and members of the community; anticipate policy, procedure and administrative management needs.
- 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 developing solutions. Example includes engagement of judgement and decision-making in major projects.
- 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, at times, be convinced or persuaded. 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 include applying critical thinking and negotiation techniques; approaching and interacting with people of all backgrounds; collaborating with senior members of the organization.
- F. Interpersonal skills to interact effectively with 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; and mediating disputes.
- G. Skill in using a computer, modern office suite software (such as MS Office), enterprise software, and specialized software.

### Minimum Qualifications (MQs):

1. Bachelor's Degree in Business Administration, Public Administration, Finance, Human Resources Management, Communications or any related field.
2. Eight (8) years of project management, fiscal management, strategic leadership experience, and includes two (2) years of experience in coordination or supervision of a function.
3. An equivalent combination of education and experience may be substituted, which together total twelve (12) years.

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4. May require a valid driver's license based upon assignment 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 by the position of assignment.

### Working Conditions:

Works in an office setting; however, attends meetings with elected state and county representatives, officials, stakeholders, other government staff, and the public. Work is primarily sedentary and requires light physical effort. Attends meetings in various locations, as needed. May be subject to various job demands such as high volume of work, tight deadlines, and extended hours.