

Recruitment Profile

Director of Human Resources



Recruitment Profile

Director of Human Resources

The City of Dublin is seeking qualified candidates for the position of Director of Human Resources. The current Director of Human Resources will be retiring after more than 26 years of service with the City and will be managing the recruitment and selection process.

This Recruitment Profile highlights:

- the City of Dublin overview
- Human Resources' mission, philosophy and purpose
- the required/desired qualifications, competencies and capabilities of the ideal candidate

Required education and experience

Bachelor's Degree in Public Administration, Business Administration, Human Resources Management, or other relevant field, with a Master's Degree in Public Administration, Business Administration, Labor and Human Resources, or other relevant field desirable; extensive, progressive relevant managerial experience, preferably in an organization of comparable size and complexity at the municipal government level; or any equivalent combination of education and experience.

Compensation

The authorized salary range for this position is \$77,500 – \$113,600. The salary offered to the successful candidate will be based on the candidate's qualifications, competencies and experience. The City provides an excellent benefits program including medical, dental, vision, life insurance, deferred compensation and generous vacation, personal and sick leave. Retirement benefits are provided through the Ohio Public Employees Retirement System.

Deadline for application

Applications will be accepted until position is filled. To ensure full consideration, please apply by Wednesday, October 31, 2012.

Direct inquiries regarding the recruitment and selection process to:

David L. Harding
Director of Human Resources
City of Dublin
6555 Shier-Rings Rd.
Dublin, Ohio 43016
Phone: **614.410.4407**
Email: **dharding@dublin.oh.us**



Community Profile

Dublin, Ohio is a progressive, well-educated and innovative city surrounding the Scioto River in the northwest area of metropolitan Columbus.

Approximately 25 square miles and home to 42,000 people, the City annually hosts Jack Nicklaus' PGA Tour Memorial Tournament at Muirfield Village Golf Club and one of the nation's largest Irish cultural events – the Dublin Irish Festival. In September, Dublin was recognized as the Most Outstanding Global Festival and Event City in the World by the International Festivals and Events Association.

Dublin also is known as a leader in municipal innovations, including tax increment financing, underground fiber optics, Wi-Fi deployment and green initiatives.

Dublin has long been recognized as a premier community, not only locally, but also internationally. Home to

Ohio's largest corporation, Cardinal Health – 21 on the Fortune 500 list, Dublin also is the headquarters of the Wendy's Company, Ashland Inc. and OCLC – the Online Computer Library Center.

Dublin's diverse and sound economic base provides the foundation for the present and future stability of the City. The City's continued economic vitality is the result of quality development, strategic planning and aggressive efforts to attract and retain high-quality commercial development.

All three Dublin high schools were named to Newsweek's 2012 list of top high schools in the country. With 25 institutes of higher learning in Central Ohio, including The Ohio State University, the region offers a pipeline to 115,000 college students and 20,000 annual graduates.



Community Profile | con't.

Dublin's largest source of funding is income tax revenues, which are allocated 75 percent to the General Fund and 25 percent to the Capital Improvements Program (CIP). Dublin's healthy tax base provides the resources necessary to keep pace with the city's growth and underwrite the high quality of life enjoyed by Dublin's corporate and residential citizens.

The CIP establishes a fiscally sound plan for Dublin's future investment in capital infrastructure and provides financial guidelines that identify available revenue sources, debt capacity and policy for projecting revenues and designating reserves to be maintained.

Dublin's fiscally sound stewardship has earned the City the highest available bond ratings – Aaa from Moody's Investors Service and AAA from Fitch Ratings – a distinction carried by approximately three percent of rated cities nationwide.

These ratings reflect the cooperative efforts of private citizens, civic leaders, government officials and business representatives. Such widespread commitment to the community ensures that Dublin will remain one of the most desirable suburbs in Central Ohio and the Midwest.

Financial Close Up

The City's current total income tax revenues are \$73.7 million. The City's 2012 Operating Expenditures are estimated to be \$68.1 million, while the General Fund expenditures are estimated at \$59.1 million. The City's five-year (2013-2017) Capital Improvements Program is \$132.2 million with a 2012 Capital Projects budget of \$29.9 million. The City's 2011 year-end General Fund balance was \$45 million, which was 82.8% of the year-end General Fund expenditures.

The Only City in the World

In addition to the Memorial Tournament, Dublin's Muirfield Village Golf Club is the first to host three of golf's most prestigious international golf competitions

- 1987 The Ryder Cup
- 1998 The Solheim Cup
- 2013 The Presidents Cup



Explore our website and experience Dublin

Find out why 'It's Greener' in Dublin, Ohio, USA

<http://DublinOhioUSA.gov/home-page/about-dublin/>

Join the Team

<http://DublinOhioUSA.gov/dublin-police/join-the-team/>

IFEA World Festival & Event City Award

<http://DublinOhioUSA.gov/government/ifea-world-city-award/>

Video

<http://DublinOhioUSA.gov/video/>

Newsroom

<http://DublinOhioUSA.gov/newsroom/>

City Services

<http://DublinOhioUSA.gov/city-services/>

Living in Dublin

<http://DublinOhioUSA.gov/living-in-dublin/>

Visiting Dublin

<http://DublinOhioUSA.gov/visiting-dublin/>

Government Structure, Leadership Philosophy and Core Values

The City of Dublin is an award-winning local government organization known for its professionalism, vibrant spirit, customer service orientation and a strong commitment to distinctive and well-planned community development. We excel in a dynamic, fast-paced, achievement-oriented culture distinguished by our participative leadership style, and collaborative working relationships.

The City of Dublin is a “Home Rule” municipal corporation operating under the authority of our own Charter.

Dublin residents adopted the City’s original Charter in 1979 and later revised the Charter in 1996. The City’s original Charter and Revised Charter have provided for a Council-Manager form of government.

Dublin City Council is comprised of seven members – three elected at large and four elected from each of the four wards of Dublin. All Council members serve a term of four years. As Dublin’s governing body, City Council adopts policies and passes legislation, establishes City goals and oversees and approves the annual budget. The presiding officer of Council is the Mayor, who is elected by fellow Council members for a two-year term.



The **City Manager** is the chief administrative and law enforcement officer of the City and is appointed by the City Council to serve at its pleasure. The City Manager is responsible for day-to-day administration and operations. Dublin City Council annually adopts goals and strategic focus areas providing a blueprint for administrative priorities.

The City Manager is supported by a **Management Team** that consists of directors, managers and other professional administrators who are accountable for strategic, tactical and operational management of their initiatives and leadership of their employees. The Director of Human Resources is a member of the Management Team.

While international recognition and financial security are very important to the growth of our community, what sets us apart is the deep expertise and rich experience of our employees. The City of Dublin has 20 principal organizational units comprised of **368 full-time permanent positions** and an additional **234 FTE part-time, temporary and seasonal positions**. Each day, this dedicated team of public servants is committed to delivering high quality services, fair and transparent governance and stewardship of public funds that maximizes accountability and efficiency in local government.

“While City Council determines policy, the City Administration works diligently to implement it. Our focus is on maintaining a high level of service. We also look for ways that we can incorporate sustainable values knowing that what we do today can have long-term impacts on the community,” said City Manager Marsha Grigsby. “We have been gratified to hear from residents, through national and local surveys, that they consider Dublin to be an excellent place to live. We value endorsements like that, but will not rest on our laurels. We are implementing additional customer service training for our employees to ensure that we continue to meet the expectations of our residents. Our employees take great pride in their work. And that’s a healthy outlook, and one that will continue to move our City forward.”

Government Structure | con't.

Mission Statement

The **City of Dublin** strives to preserve and enhance the unique **high quality** of life offered to those who live or work in our community by providing the **vision, leadership and performance standards**, which allow for **managed growth and development**. We endeavor to deliver our services **cost effectively** with an emphasis on **quality and innovation**. The City of Dublin seeks recognition in the field of local government as being **responsive, cooperative and culturally and environmentally sensitive** while embracing the highest standards of **integrity and accountability** to those we serve.

Leadership Philosophy

We are members of an organization that succeed because of teamwork, dedication, and the innovative spirit of our members. Together we build a culture of trust, mutual respect, creativity, diversity and open

communication. We hold ourselves mutually accountable to promote and sustain continuous learning and to develop the potential that exists in every member of our team. We are the City of Dublin.

Core Values

Integrity. We are open and honest. We honor our commitments to the community and each other. Our actions are consistent with what we say.

Respect. We treat our coworkers and members of the community with courtesy and dignity. We embrace diversity and acknowledge the needs, responsibilities and inherent worth of each individual.

Communication. We maintain an environment in which employees feel free to share ideas and information. We promote open interaction Human Resources throughout the organization to ensure knowledge and understanding among all employees and our community.

Teamwork. We create a climate in which all employees work together and support the individual talents and contributions of team members. We celebrate successes and see mistakes as opportunities for growth; we will never willingly let a member of our team fail.

Accountability. We are responsible to our community and each other for our personal and organizational decisions, actions and performance results. We are committed stewards of our City's assets and resources.

Positive Attitude. We focus our efforts on constructive behavior, attitudes and solutions. We promote an environment that people love going to every day – a place where each individual can find a sense of belonging, inspiration, enjoyment and meaning.

Dedication to Service. We pursue innovation and continuous improvement in all we do. We are committed to efficient, effective and responsive service delivery that makes a difference in the lives of those we serve.

Human Resources Philosophy and Functions

The mission of Human Resources is to serve as an engaged team of professionals and to work in partnership with managers, their teams and individual employees to sustain a talented, diverse workforce, foster a culture of health, safety and productivity and provide innovative, collaborative business solutions that contribute to the strategic goals of the City.

The philosophy of Human Resources is to function as a strategic partner in the organization. This means that Human Resources is an engaged “business partner” with every organizational unit, learning every aspect of their structure, functions and operations, as well as the role in which each member of the unit serves. Human Resources adds value to the organization by collaborating with our “business partners” in developing innovative business solutions designed to accomplish their strategic and operational goals.

Primary functions

- Recruitment and selection
- Classification and compensation
- Wage and salary administration
- Performance management
- Benefits administration
- Labor and employee relations
- Policy analysis and development
- Organizational analysis and development
- Employment laws and regulations compliance
- Occupational safety and health administration
- Insurance and risk management

Principal objectives and activities

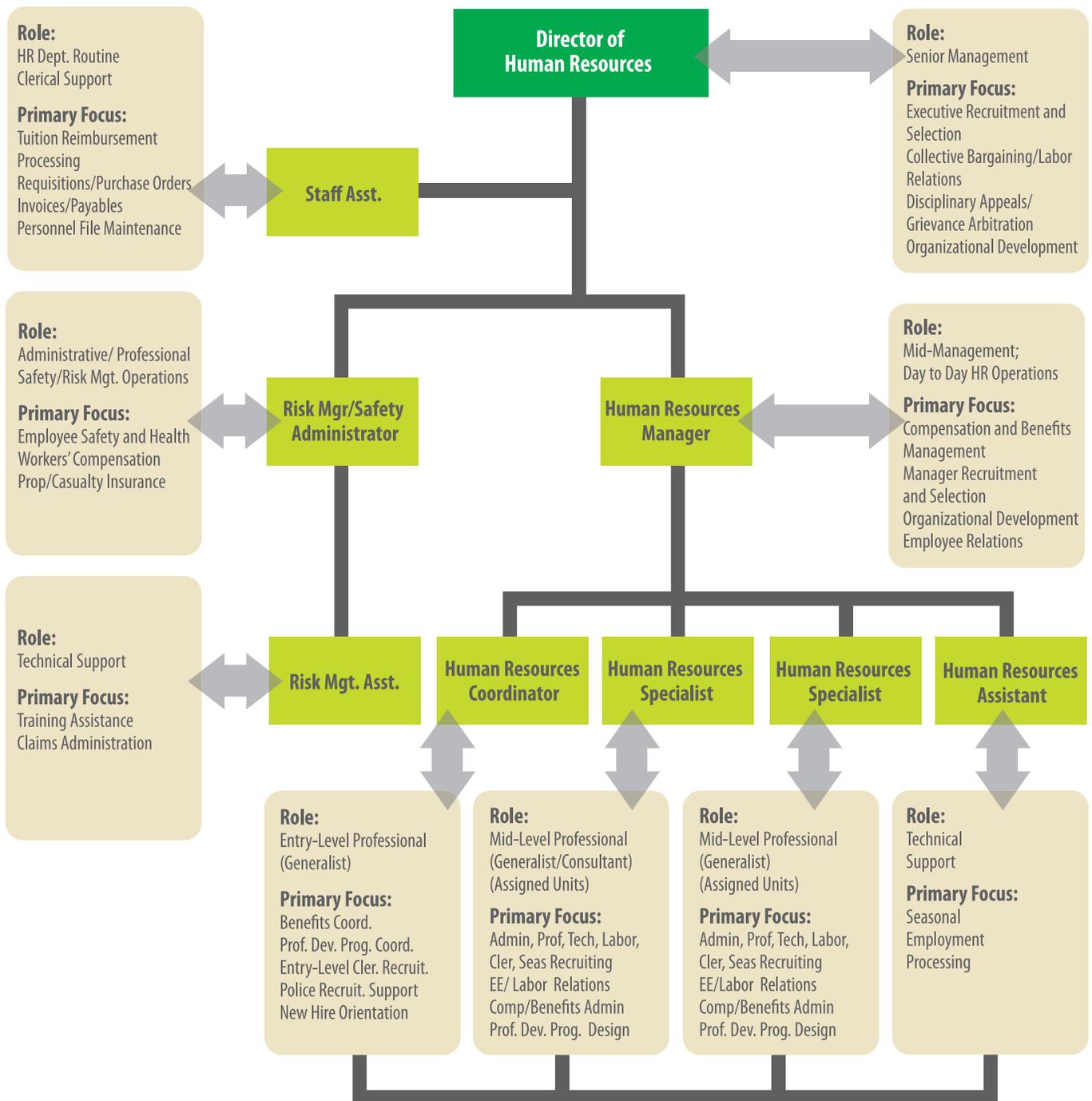
- To develop and administer recruitment/selection processes based on a competency-based model; partnering with all departments/divisions in the selection of high quality candidates.
- To provide leadership in developing and implementing new benefit and health management strategies (i.e. Consumer Driven Health Plan, Health Savings Accounts, Health by Choice Plus Program).
- To provide leadership and direction in the administration of classification and compensation systems, ensuring that managers are effectively trained in administration of these systems.

- To provide leadership and direction in the administration of the performance management system; ensure managers are trained in the administration of the system; and provide direction to managers in the development of meaningful performance objectives for their employees.
- To implement and administer an organization-wide training and professional development program that maximizes employee talents, fosters a culture of innovation, focuses on skill/competency development, and that reinforces the Dublin brand.
- To implement a City-wide customer service training program that reinforces the Dublin brand and promotes excellence in customer service.
- To administer labor and employee relations functions, including collective bargaining, contract administration, and grievance arbitration processes.
- To lead the organization in workforce planning and succession/talent management efforts.
- To analyze the effectiveness of the organization’s existing Human Resources policies and recommend modifications to such policies; analyze trends within the field of Human Resources Management and recommend the design, development, and implementation of new Human Resources policies.
- To administer the City’s property and casualty insurance, risk management, occupational safety and health programs.
- To administer the City’s pre-employment drug testing program, the City’s Department of Transportation (DOT) drug and alcohol testing program for employees who hold Commercial Driver’s Licenses (CDL’s), and the City’s reasonable suspicion and post-accident drug and alcohol testing program for non-Commercial Driver’s License holders.
- To administer the City’s self-insured workers’ compensation program.

Human Resources budget

Human Resources has a 2012 General Fund Operating Budget of \$1.56 million. In addition, Human Resources administers an Internal Service Self-Insured Health Insurance Benefits Fund of \$5.3 million and an Internal Service Self-Insured Workers’ Compensation Fund of \$327,000.

Human Resources Structure & Roles





Human Resources Team

The **Director of Human Resources** is a member of the City Manager's senior management team and provides advice and counsel to the City Manager and City Council in all functional areas of Human Resources management. The Director prepares staff reports to the City Manager and City Council on Human Resources-related policy issues and prepares all necessary legislation (i.e. Ordinances and Resolutions).

The **Human Resources Manager** serves as the operations manager for all day to day Human Resources functions and manages the Human Resources Specialists, Human Resources Coordinator and Human Resources Assistant. The Human Resources Manager also serves in the role of Benefits Manager, managing a highly innovative, fully integrated comprehensive Consumer Driven Health Plan, Employee Health Management program and Health Savings Account program.

The **Human Resources Specialists** are mid-level professionals who are assigned to departments/divisions and rotate office hours within their respective assigned areas each week. They proactively manage the delivery of comprehensive Human Resource services that includes the functional areas of recruitment and selection, labor and employee relations, training and development, classification and compensation, performance management and benefits administration.

The **Human Resources Coordinator** is an entry-level professional who provides administrative support in numerous program areas on an organization-wide basis, a primary focus of which is the City's self-insured health insurance benefits program comprised of a Consumer Driven Health Plan (CDHP), a Health Savings Account (HSA) program, and our award-winning employee health management program - "Healthy by Choice Plus" (HBC Plus). The Human Resources Coordinator also provides technical support to the employee training/professional development program and recruitment and selection processes.

The **Human Resources Assistant** serves in a technical support role for the City's seasonal employment programs and processes all employment-related documents and records, including online employment applications, criminal records checks, driving record checks, and pre-employment drug tests.

The **Staff Assistant** serves in a technical and clerical support role and processes general records and documents and maintains the electronic and hard copy personnel file system.

The **Safety Administrator/Risk Manager** is a professional within the field of Occupational Safety and Health whose responsibilities include management of the organization's award-winning employee safety program, including compliance with the State-mandated Public Employee Risk Reduction Program (PERRP) regulations; management of the City's self-insured Workers' Compensation program; and management of the City's insurance and risk management functions, which includes serving as a board member for insurance/risk management pool of which the City is a charter member, known as the Central Ohio Risk Management Association (CORMA). The Safety Administrator/Risk Manager also manages the City's Department of Transportation (DOT) Random Drug and Alcohol Testing program governing employees who hold Commercial Driver's Licenses (CDL's), as well as the City's reasonable suspicion and post-accident drug and alcohol testing program governing non-Commercial Driver's License holders.

The **Risk Management Assistant** serves in a technical support role to the Safety Administrator/Risk Manager, assisting with the in-house employee safety training effort, Workers' Compensation claims and the City's Property and Liability insurance program.



Major Projects, Goals, Initiatives of Human Resources

Organization-Wide Professional Development Program – Human Resources is in the second year of a new, multi-year strategy that seeks to reinforce the Dublin brand by ensuring that its employees have access to the right resources, training and skill improvement opportunities that maximize employee talents and foster a culture of innovation. During the initial year of the program, Human Resources implemented an introductory supervisory skills development workshop that was attended by all supervisory personnel throughout the organization. During 2013, intermediate and advanced-level skill development workshops focusing on a broad array of subject areas will be added.

“Healthy by Choice Plus” (“HBC Plus”) Employee Health Management Initiative - Human Resources is in the seventh year of administering a comprehensive, award winning, leading edge, highly innovative and fully integrated employee health management and benefits initiative that seeks to develop healthier lifestyle behaviors in the lives of our employees and build a culture of health and wellness within the organization. A major emphasis of this initiative is on reducing the top organizational health risk factors including body weight, tobacco use and stress. 2013 will mark the first time that all non-union and union employees will be covered by the City’s Consumer Driven Health Plan (CDHP), Health Savings Account (HSA) Program and employee wellness initiative. Beginning January 1, 2013, members of the Fraternal Order of Police – Capital City Lodge No. 9 bargaining units (Police Officers, Corporals, and Sergeants) and Fraternal Order of Police – Ohio Labor Council (Police Communications Technicians) will be incorporated into the initiative that currently includes all non-union employees and members of the

United Steelworkers bargaining unit (Maintenance Workers, Auto Mechanics, and Custodial Workers).

Labor Contract Negotiations - This project involves conducting negotiations with the United Steelworkers of America (USW) and the Fraternal Order of Police (FOP) Capital City Lodge No. 9 bargaining units for successor Collective Bargaining Agreements during 2013. The Fraternal Order of Police (FOP) Capital City Lodge No. 9 represents employees within the Police Officer, Corporal and Sergeant bargaining units and the United Steelworkers of America represents employees within the Maintenance Worker, Auto Mechanic and Custodial Worker bargaining unit. The USW Collective Bargaining Agreement expires September 1, 2013, while the FOP Lodge Collective Bargaining Agreement expires December 31, 2013.

Customer Service Initiative – We are in our initial year of implementing a new customer service initiative designed to reinforce excellence in serving the needs of Dublin residents. This initiative includes the creation of an employee Customer Service Team, the implementation of core customer service standards that mesh with the organization’s established brand attributes, the implementation of departmental/divisional work plans to reinforce and ingrain the new core customer service standards in the City’s workforce, and the development of a “score card” to measure our ongoing effectiveness in meeting the core customer service standards and reaching our customer service goals. During 2013, the initiative will continue to expand throughout the organization. Human Resources has been instrumental in leading the organization through the initial stages of the implementation process and will continue to lead the organization through continued implementation during 2013.



Major Projects, Goals, Initiatives of Human Resources | con't.

Market Compensation Analysis – The City's compensation program is a market-based compensation system which includes a salary range structure that is established at 10 percent above the market average for comparable positions in both the public and private sectors. As part of the City's standing compensation policy, a review of relevant market pay data is conducted on a biennial basis to determine the ongoing competitiveness of the City salary range structure, based on the 10 percent above market pay philosophy. Should this market pay data review determine that adjustments to the City's salary range structure are warranted, legislation is recommended to City Council to implement the appropriate salary range adjustments. This market pay data review is currently in process and should adjustments to the City's salary range structure be warranted, Human Resources will prepare the appropriate legislation recommending these adjustments and present such legislation to City Council for consideration.

Tobacco-Free Workplace Policy – As part of the City's employee health management initiative and with the goal in mind to build a culture of health and wellness within the organization and reduce one of the organization's top health risk factors, the City will be transitioning its current non-smoking in the workplace policy to a full Tobacco-Free Workplace policy, which would prohibit the use of smokeless tobacco in the workplace. The City's goal is to implement the new Tobacco-Free Workplace policy effective April 1, 2013. A major organizational communication effort will be made to educate

employees regarding the health risks associated with smokeless tobacco use well in advance of the anticipated implementation date and the City will make tobacco cessation resources available to those employees who desire to stop the use of smokeless tobacco products. Human Resources will play a vital role in facilitating the employee education process and presentations by medical professionals have already been provided to engage the City workforce in discussions regarding the health risks associated with the use of smokeless tobacco products.

Functional Movement Program – The City is in the process of implementing a pre-work stretching program on a pilot basis for certain segments of our field workforce. The goal of this functional movement program is to improve the health and well being of City employees and help them to better meet the demands of their jobs by reducing work-related sprains and strains. This program will initially involve the observation of the City workforce by a functional movement professional to understand the nature of their jobs and will be followed by the design of customized exercises/stretchches that are specific to the nature of the work being performed in the field. This program will also involve the training of employee leaders to teach and guide their co-workers through the exercises/stretchches at the beginning of each shift on a daily basis. The ultimate goal of this program is to improve the lives of City employees while reducing workers' compensation medical costs and lost or restricted days of work.

Challenges and Opportunities

Challenges:

- Perform in a fast-paced, results-oriented organizational culture marked by high expectation levels, deadlines, time constraints and the accompanying pressures inherent to such an environment. The successful candidate must demonstrate the composure and interpersonal savvy to endure, persevere and perform effectively in such an environment.
- Replace a Director of Human Resources that served the organization for more than 26 years, who developed much of the existing Human Resources function, systems, and practices and who amassed extensive institutional knowledge of the organization's evolving structure, functions, policies, processes and practices. Developing early credibility as the new Director of Human Resources will be critical to the successful candidate's short-term and long-term success in the organization.
- Build successful working relationships with the City Manager, other directors and managers, and City Council. One of the most challenging aspects of this endeavor is the need to quickly develop a familiarity with the culture of the organization, cultivate collaborative working relationships and demonstrate the agility to successfully navigate the dynamics of the organization.

Opportunities:

- Demonstrate talent and expertise in an environment that embraces excellence, creative thinking, innovation and continuous improvement. In this regard, the successful candidate's contribution to the success of the organization will be highly valued.
- Develop leadership capacity by serving in a value-centered organization that openly embraces the best practices in the field of local government management. This will enable the successful candidate to experience

continuous learning and development, contributing to career enrichment opportunities with the organization.

- Demonstrate initiative and creativity in recommending improvements to the City's existing Human Resources management practices. This opportunity will involve working collaboratively with a staff of four Human Resources professionals, an Occupational Safety and Health/Risk Management professional, and Human Resources technical support staff members to research and explore the best practices in field of Human Resources management.
- Provide leadership and direction to the Human Resources staff and the entire organization engaged in the ongoing development of an award-winning, leading edge self-insured employee health insurance program. This initiative involves a comprehensive and fully integrated employee health insurance benefits program that encompasses a Consumer Driven Health Plan, a highly innovative employee health management strategy ("Healthy by Choice Plus") that incorporates biometric health screenings with target measures and financial incentives, together with the use of employee Health Savings Accounts. The successful candidate will play an instrumental role in providing leadership to the organization in the continued development of this unique and highly successful program.
- Work collaboratively with the City Manager in analyzing the City's current organizational structure and implementing structural realignment where necessary. This initiative will involve working with a public sector management consulting firm engaged in the study of structural models and the implementation of the structural model that will maximize the City's ability to deliver first class municipal services.



Ideal Candidate Profile

The ideal candidate for this position will be a motivated, highly experienced Human Resources professional with a team-oriented, collaborative leadership style; extensive knowledge of relevant Human Resources, general management and administrative concepts, principles and strategies and the ability to translate these concepts, principles, and strategies into meaningful action; exceptional interpersonal communication and human relations skills; excellent analytical and presentation skills; a creative problem solving approach; and the capacity to build and maintain successful working relationships with Dublin City Council Members and City Manager, other public agency officials and peers within the organization.

One of the most important attributes the ideal candidate must possess is the ability to perform effectively in a fast-paced, results-oriented organizational culture marked by high expectation levels, deadlines, time constraints and the accompanying pressures inherent to such an environment. He/she must demonstrate the composure, interpersonal savvy, political savvy and organizational agility to endure, persevere and perform effectively in such an environment. The core competencies a candidate must possess to be successful in this position include:

Decision Quality - Makes good decisions (without considering how much time it takes) based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

Dealing with Ambiguity - Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; doesn't have to finish things before moving on; can comfortably handle risk and uncertainty.

Strategic Agility - Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and break through strategies and plans.

Priority Setting - Spends his/her time and the time of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

Ideal Candidate Profile | con't.

Directing Others - Is good at establishing clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with others on work and results; brings out the best in people; is a clear communicator.

Command Skills - Relishes leading; takes unpopular stands if necessary; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; faces adversity head-on; energized by tough challenges.

Managerial Courage - Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary.

Drive for Results - Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

Political Savvy - Can maneuver Human Resources through complex political situations effectively and quietly; is sensitive to how people and organizations function; anticipates where the land mines are and plans his/her approach accordingly; views corporate politics as a necessary part of organizational life and works to adjust to that reality; is a maze-bright person.

Organizational Agility - Knowledgeable about how organizations work; knows how to get things done through formal channels and the informal network; understands the origin and reasoning behind key policies, practices, and procedures; understands the cultures of organizations.

Interpersonal Savvy - Relates well to all kinds of people – up, down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact; can diffuse even high-tension situations comfortably.

Motivating Others - Creates a climate in which people want to do their best; can motivate many kinds of direct reports and team or project members; can assess each person's hot button and use it to get the best out of him/her; pushes tasks and decisions down; empowers others; invites input from each person and shares ownership and visibility; makes each individual feel his/her work is important; is someone people like working for and with.

Composure - Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress; is not knocked off balance by the unexpected; doesn't show frustration when resisted or blocked; is a settling influence in a crisis.

Managing Vision and Purpose - Communicates a compelling and inspired vision or sense of core purpose; talks beyond today and about possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations.

Ethics and Values - Adheres to an appropriate (for the setting) and effective set of core values and beliefs during both good and bad times; acts in line with those values; rewards the right values and disapproves of others; practices what he/she preaches.

Understanding Others - Understands why groups do what they do; picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations.



Nature of Appointment

Pursuant to Section 6.06 (b) (“Classified and Unclassified Service”) of the Revised Dublin Charter and Section 33.04 (“Classified and Unclassified Service”) of the Dublin Codified Ordinances, the successful candidate will

serve in the “Unclassified Service” of the City and while serving in such capacity, shall serve at the pleasure of the City Manager.

Position Duties/Responsibilities

The Director of Human Resources is a member of the City Manager’s senior management team and provides leadership, direction and guidance to a team of professionals and technical/administrative support staff engaged in the management, administration and performance of all Human Resources, Occupational Safety and Health and Risk Management functions including recruitment and selection; classification and compensation; wage and salary administration; performance management; benefits administration; labor and employee relations; policy analysis and development; organizational analysis and development; employee training and development; compliance with all applicable federal, state, and local laws, statutes, and regulations; employee safety and health program management and training; administration of the City’s property/casualty insurance program; and organizational risk assessment.

The Director of Human Resources reports directly to the City Manager and functions with broad latitude, discretion and independent judgment to manage all divisional functions and to develop and recommend policies, procedures and program improvements. The Director manages Human Resources direct reports, including a Human Resources Manager, a Safety Administrator/Risk Manager and a Staff Assistant.

The Director’s performance is reviewed by the City Manager for overall divisional effectiveness.

Specific Duties/Responsibilities

- Provides advice and counsel to the City Manager and City Council in all functional areas of Human Resources Management; prepares staff reports to the City Manager and City Council on all Human Resource-related policy issues and prepares all necessary legislation (i.e. Ordinances and Resolutions) requiring the action of City Council.
- Designs and administers recruitment and selection processes for department/division director positions; prepares recruitment profiles and announcements; determines selection process elements and screening procedures; screens, interviews, and evaluates candidates; designs and administers selection panels; conducts reference checks; recommends finalists and preferred candidates; ensures that all required criminal record checks, driving record checks, and pre-employment drug tests are completed prior to final employment offers; conveys employment offers and negotiates starting salaries.



Position Duties/Responsibilities | con't.

- Resolves complex policy interpretation and employee relations issues; analyzes policy terms and conditions and facts and circumstances; engages parties and mediates disputes; makes decisions regarding interpretation of policies, rules and regulations.
- Conducts formal internal investigations on complex employee misconduct issues; consults with respective department/division directors; interviews employees, witnesses, and other relevant parties; gathers and analyzes evidence, facts and circumstances; establishes findings and makes decisions regarding appropriate remedy or course of action to resolve issues.
- Negotiates formal collective bargaining agreements with three union organizations, including the Fraternal Order of Police – Capital City Lodge No. 9 (Police Officer, Corporal, and Sergeant bargaining units), the Fraternal Order of Police – Ohio Labor Council (Police Communications Technician bargaining unit) and the United Steelworkers of America (Maintenance Worker, Auto Mechanic, and Custodial Worker bargaining unit); serves as a principal member of the City bargaining team representing the City in mediation, fact finding, and conciliation proceedings should impasse occur; provides leadership and direction to managers in the organization in the administration and interpretation of the terms and conditions of existing Collective Bargaining Agreements, making decisions regarding interpretation and application of contract provisions; serves as a principal member of the team representing the City at Grievance Arbitration hearings.
- Hears disciplinary appeals from non-union classified City employees as part of the formal disciplinary appeals process; conducts disciplinary appeal hearings regarding disciplinary actions imposed or recommended at the department/division director level, serving as the City's hearing officer; examines evidence, applies applicable policies, rules, and regulations and rules on validity of the disciplinary action; issues decisions to affirm, disaffirm, or modify disciplinary actions imposed by department/division directors; advises and counsels department/division directors on disciplinary procedures prior to the administration of disciplinary action.
- Serves as the staff liaison to the City Personnel Board of Review, a three-member Board appointed by City Council to hear appeals from disciplinary actions administered to classified employees of the City of Dublin and the Dublin City School District.
- Assists the City Manager in analyzing the potential realignment of the City's organizational structure, as well as the potential reorganization of departments/divisions or the reassignment/reallocation of functions within departments/divisions; makes recommendations to the City Manager regarding the feasibility and impact of such organizational changes.
- Designs, develops, writes, evaluates, analyzes and revises City policies, rules, regulations, codes and ordinances to comply with existing or new local, state and federal mandates; researches, writes, develops and revises Administrative Orders of the City.



Position Duties/Responsibilities | cont.

- Monitors City activities for compliance with EEO, ADA, FLSA, and FMLA regulations and coordinates the City's response to all charges of discrimination in collaboration with the City's labor and employment legal counsel; researches all complaints and/or charge statements received from EEOC or OCRC and works with legal staff to assemble and compile all necessary documentation and formulate a strategy for defending the City.
- Oversees and directs the design and implementation of employee training and staff development programs; oversees the planning of specialized and general supervisory and non-supervisory training programs and evaluates the effectiveness of such programs; negotiates with consultants regarding the procurement of specific training programs as required.
- Oversees and directs the City's self insured medical, dental, and vision benefits program, employee wellness program, group term life insurance benefits program, short-term disability program, employee assistance program, and self-insured workers' compensation program; oversees the selection of Third Party Administration firms for self insured medical, dental, vision, workers' compensation benefits programs and the negotiation of rates, terms and conditions of agreements.
- Oversees and directs the City's insurance, risk management and occupational safety and health function; oversees the design, development, and implementation of a comprehensive occupational safety and health program and the process of securing/renewing the City's property and liability insurance coverage.
- Oversees and directs all pre-employment drug testing, Department of Transportation (DOT) Random Drug and Alcohol Testing for Commercial Driver's License (CDL) holders, and employee non-DOT reasonable suspicion and post-accident drug and alcohol testing programs.
- Oversees and directs staff in the preparation of the annual operating budget for the Division of Human Resources and presents the Human Resources budget before City Council during the Council Operating Budget Hearing process.
- Serves as the City's ADA Coordinator; hears complaints from members of the public on issues related to City programs, activities and services pursuant to the City's ADA Grievance Procedure; meets with aggrieved parties, investigates complaints and analyzes facts and circumstances; researches applicable codes and regulations in collaboration with the City's legal counsel; recommends appropriate solutions and outcomes.

Professional Announcement

The following or similar recruitment announcement has been released for placement in appropriate professional publications/journals and on appropriate Internet sites.

The City of Dublin, Ohio (pop. 42,000) is seeking a highly motivated, experienced professional for the position of **DIRECTOR OF HUMAN RESOURCES**. Dublin is a "high profile," northwest suburb in the Columbus Metropolitan area with a Council-Manager form of government, characterized by impressive commercial and residential development and known for its quality of life, first-class municipal services, and a strong commitment to distinctive and well-planned growth. As part of a goal-driven, award-winning organization with an innovative culture, strong customer service orientation, and a key focus on sound fiscal management, the successful candidate will report directly to the City Manager and will provide leadership, direction, and guidance to a high performing staff of Human Resources professionals, technical, and administrative support personnel engaged in all functional areas of Human Resources management including recruitment and selection, classification and compensation, performance management, wage and salary administration, benefits administration, labor and employee relations, policy analysis and development, organizational analysis and development, employment laws and regulations, occupational safety and health administration, and insurance and risk management. Successful candidate will be accountable for three direct reports including the Human Resources Manager, Safety Administrator/Risk Manager, and a Staff Assistant. Successful candidate must possess a team-oriented, collaborative leadership style;

extensive knowledge of Human Resources Management, general management, and administrative concepts, principles, and strategies and the ability to translate these concepts, principles, and strategies into meaningful action; exceptional interpersonal, communication, and human relations skills; excellent presentation skills; excellent analytical skills; a creative problem solving approach; the capacity to build and maintain successful working relationships with Dublin City Council members, other public agency officials and peers within the organization; and the capacity to perform effectively in a culture marked by high expectations. **Qualifications:** Bachelor's Degree in Public Administration, Business Administration, Human Resources Management, or other relevant field, with a Master's Degree in Public Administration, Business Administration, Labor and Human Resources, or other relevant field desirable; extensive, progressively responsible, relevant managerial experience, preferably in an organization of comparable size and complexity at the municipal government level; or any equivalent combination of education and experience. **Salary Range: \$77,500 – \$113,600; Starting salary DOQ.** **Deadline for Application:** Applications will be accepted until position is filled. To ensure full consideration, please apply by Wednesday, October 31, 2012. Applications must be submitted online. To apply online and view/download the recruitment profile, please visit the City's website at www.DublinOhioUSA.gov (click on careers at top of screen).

The City of Dublin is an Equal Opportunity Employer

