

Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time.

DUTIES Serves as an Employee Development Specialist in the Organization Development Department, Office of Human Resources, Metropolitan Washington Airports Authority (Airports Authority). Performs an array of employee development functions, a limited range of organization development functions, special projects and other work. Key functions include, but are not limited to, (1) providing support for the implementation and day-to-day management of a new, comprehensive Leadership Development Program (strategic and tactical) to align development of leaders at all echelons (from leadership candidates and first level supervisors to senior executives) with the business needs and performance expectations of the Airports Authority, (2) managing day-to-day training/employee development needs by assessing needs, identifying courses and other responses, providing training, etc., (3) supporting the supervisor in change management, and (4) administering a Learning Management System (LMS). Performs related functions.

EMPLOYEE DEVELOPMENT

--Provides support for the implementation of a strategic Leadership Development Program to help Airports Authority management ensure that employees are ready to fill leadership roles within the organization. Helps ensure, through strategic succession management, that appropriate (right-sized and well-equipped) "bench strength" is in place for (re)placing highly skilled people in leadership positions at various echelons, on a just-in-time basis; this includes replacement planning and succession planning. Collaborates with staff to help ensure, all succession management program elements from a systematic perspective; this requires coordination with related human resource (HR) management domains, such as, but not limited to, employment/staffing, compensation, employee/labor relations, equal employment opportunity and diversity/inclusion, and management objectives/processes, such as the Airports Authority's Strategic Planning process. Working with various stakeholders, assesses current workforce against identified competencies and identified current/future business needs and strategic initiatives, and helps middle and senior managers (including executives) create individual development plans (IDPs) for subordinate leaders/leadership candidates, a variety of developmental work experiences and other ways and means that are a holistic and logical extension of competency requirements and based on the Airports Authority's overall strategy.

--Serves as subject matter expert for training related activities including communicating training policies and assisting supervisors and employees with the development of individual learning plans.

--Identifies and provides commercial-off-the-shelf or one-of-a-kind training (vendor-supplied or in-house) for general or recurring needs (e.g., general management and interviewing skills training to supervisors), or highly specific needs (e.g., instructions to managers and employees on how to complete new performance management documents on-line and training on customer service for mobile lounge operators and other employees directly interfacing with the public).

Works with the sponsoring/cognizant management official through all stages of the training cycle, from needs analysis through the conduct of training to evaluation and follow-up.

Ascertain the manager's wants and the trainees' needs, identifies specific training objectives/standards and determines training method(s) that would be most conducive to learning (e.g., platform instruction, informal discussion, practical exercise and/or role playing).

Selects the course/vendor or develops the training module and leads or assists in leading the instruction. Schedules the training, and ensures that it is accomplished.

Observes the training and evaluates its effectiveness. Recommends follow-on training, as appropriate.

--Estimates/determines training time and costs, e.g., tuition/fees, supplies, materials, travel, etc. Determines which vendor to use based on these data and technical capabilities/training quality.

--Reviews employee evaluations of training provided by vendors to determine its effectiveness, or may use other means, such as direct observation or testing. Discusses findings with supervisors of the trainees and vendors. Suggests improvements to the vendors. Makes recommendations on which vendors to use again or to avoid.

--Reviews or recommends various training/development policies and procedures. Develops or assists in preparing or updating miscellaneous training and development programs, such as the Tuition Assistance Program (TAP), and program documents. Conducts basic research, develops options, designs programs in accordance with approved options, and writes or edits the program documents.

--Assists in the development of the Airports Authority's annual training budget by reviewing each organization's annual training request in light of Airports Authority-wide budget limits to determine Airports Authority-wide funding; responds to correspondence concerning all training-related issues; prepares statistical reports on training; and maintains updated data regarding status of projects.

--Assists with change management coaching and consulting to support business leaders, project managers, and project teams to drive process, systems and cultural change.

Counsels employees on vocational interests/careers using instruments such as the Myers-Briggs Type Indicator, as appropriate.

ORGANIZATION DEVELOPMENT

--Supports the supervisor's role as a key 'change manager' at the Airports Authority to alter the beliefs, values, structure and operations of the organization so that it can better adapt to new

technologies, new markets/businesses and other challenges related to the changing nature of the workplace or the pace of change itself. Focuses on work groups, but may also support improvement of entire support systems and the overall “health” of the entire Airports Authority.

--Assists managers and employees at all levels to identify opportunities for change management activities, as appropriate.

--Builds own knowledge and skills in organization development.

OTHER

--Facilitates retreats for executives or special sessions for other management officials, such as basic and advanced management and supervision training (which may or may not be part of the comprehensive Leadership Development Program), through leasing of space or placing Airports Authority facilities on hold, ensuring training logistical support (audio-visual support, tables, chairs, etc.), ensuring refreshments, etc., as assigned.

--Prepares and distributes training communications, processes training transactions and performs related functions.

Prepares and distributes training information to appropriate Airports Authority Offices. Answers routine questions concerning training courses. Helps employees complete training forms and conducts research on training topics for employees as requested. Collects, compiles and maintains data received from managers with special training requests.

Prepares or reviews training-related forms, including training requests (TRs), procurement requests (PRs), and reimbursements for the TAP, to ensure conformance with established procedures, such as proper accounting codes, appropriate signatures and completeness. Submits forms to supervisor for signature and distributes to appropriate offices to process vendor payment and update budget records. Forwards a copy of training documents and follow-up evaluation forms to the employee.

Contacts training vendors to enroll employees in training class and follows-up with confirmation letter or email and standard instructions on billing procedures.

Maintains a suspense log on training completion dates to ensure timely follow-up. Follows-up as necessary on training evaluation forms. Enters completed training information into LMS and training budget spreadsheet. Provides periodic reports to supervisor on training activities and budget balance. Maintains program files. Updates computerized files, creates and maintains spreadsheets and otherwise keeps and manipulates data, prepares statistical reports, etc.

--Maintains automated spreadsheet database for all training activity and monitors all related

expenditures, as necessary. May serve as liaison between vendors and Airports Authority procurement and accounting offices for verification and processing of training invoices.

--May serve as Contracting Officer's Technical representative (COTR) on contracts related to organization and employee development.

--Manages the day-to-day operations of the LMS in the delivery of a variety of on-line/e-learning education and training programs to Airports Authority employees. Manages instructional content, identifies and assesses individual and organizational learning or training goals, tracks progress towards meeting goals, and collects and presents data to evaluate the learning process. Researches new content and suggests to management the inclusion of appropriate, new courses/programs.

--Maintains the Training Room usage calendar; schedules and coordinates users and events; coordinates room setup and use of audio-visual equipment, as necessary. On own initiative and as the primary contact, makes all arrangements for meetings by posting and maintaining room schedule using Microsoft Outlook, acting as liaison between users/trainers and the Department, and providing assistance and instruction on the use of equipment.

--Develops design and layout for HR-related documents including but not limited to training documents and advertisements, as assigned. Works directly with management and subject matter experts to plan unique graphics projects to ensure the most effective method of communicating management's objectives and goals.

--May serve as an exit interviewer for the Airports Authority.

-- Communicates and interacts effectively with internal and external business contacts including, but not limited to, other members of the unit/team, other Airports Authority employees (such as officials, executives, managers, supervisors, professionals, and support staff), vendors/suppliers, and others.

--Uses a computer and (a) modern office suite software (such as MS Office) to communicate (email), plan, schedule, word process, prepare presentations and graphics, manipulate data (spreadsheets and databases), and perform or conduct research (Internet use as in searching new courses and delivery options), (b) enterprise system/software for requisitioning, budgeting, time and attendance reporting, and other functions, and (c) special systems/software such as the Department's Learning Management System for e-learning, record keeping, and notifying employees of upcoming training opportunities.

--Operates a motor vehicle airside and landside, on and off the airport complex, to attend meetings, visit job sites and suppliers, and perform related functions.

--*Performs related duties*.

Critical features of this job are described under the headings below. They may be subject to change through reasonable accommodation or otherwise.

MINIMUM QUALIFICATIONS (MQs)

To be rated qualified for this job, an applicant must meet all of the MQs listed below at the time of vacancy announcement closure.

1. A bachelor's degree in any field providing a strong foundation for success in the DUTIES in this job description, or an equivalent combination of education, experience, and training that totals four years.
2. Four years of progressively responsible experience in most of the DUTIES in this job description, to include (a) helping administer a management leadership training program, including alignment of program elements with business needs of the organization, (b) assessing and responding to training and employee development needs across a wide array of jobs (such as blue collar, white collar and public safety) and including use of training/employee development assessment and delivery techniques, (c) analyzing individual job performance, identifying job-skill gaps and developing and making performance improvement interventions, (d) analyzing unit/team performance, identifying team/unit-skill gaps and developing and making performance improvement interventions, (e) managing the e-learning course content of a Learning Management System, and (f) linking employee development and organization development objectives and actions with those of other domains of HR management (such as compensation and talent management).

A master's degree in any field providing strong foundation for successful performance of the DUTIES in this job description may be substituted for two of these four years of experience.

PREFERRED QUALIFICATIONS

The qualifications listed below (if any) are preferred and may be considered in the selection process, but they are not required to be rated qualified for this job.

1. Certified Professional in Learning and Performance (CPLP) by the American Society for Training & Development (ASTD).

KNOWLEDGE, SKILLS, ABILITIES, AND OTHER FACTORS (KSAOs)

The following KSAOs are required for successful performance of this job and are a basis for rating and ranking applicants who are found to meet the MQs. *Local, Federal, airport industry or Airports Authority specific bodies of knowledge listed below may be acquired on the job, typically; ability to rapidly acquire them is required at the time of vacancy announcement closure.*

1. Knowledge of human performance analytical methods and procedures (performance analysis, cause analysis and intervention selection and design) to ensure a continuous focus on individual and team/unit performance requirements in light of program/function/service objectives and organization capabilities and to generate effective employee development and performance improvement solutions that address the issues at hand with consideration of all key factors.
2. Full performance level knowledge of, and skill in, employee development principles and practices, including but not limited to adult learning theory, course design and teaching techniques to ensure effective training. This includes skill in developing, delivering and evaluating training curriculum, as well as specific instances of training, for adults with strong emphasis on leadership development.
3. Knowledge of the Airports Authority's organization structure, organizational culture, organizational dynamics, business functions, job functions and processes, and strategic initiatives to help managers develop plans and objectives to increase their organization's capacity for continuous learning and improvement, help ensure alignment of the management Leadership Development Program with key management objectives, identify the need for linked objectives, identify information needs for fact-based decision making, and perform similar functions to improve employee knowledge, skill and abilities for improved performance, effectiveness and efficiency.
4. Skill in problem solving to select, organize and logically process relevant information (verbal, numerical or abstract) to solve a problem. This includes the ability to recognize subtle aspects of problems, identify relevant information, and make balanced recommendations and decisions. This includes skill in using basic statistics to analyze data to conduct process analyses, needs assessments, training evaluations, and to generate reports as well as skill in selecting and applying or adapting and adjusting training delivery techniques to fit the audience.
5. Skill in written communication to understand written information (including instructions, descriptions, and ideas) and in written communication to express such information in writing so that others will understand and, in certain circumstance, be convinced or persuaded.
6. Full performance level knowledge of key regulatory requirements (such as Title VII of the Civil Rights Act as it applies to equal training opportunities) to help ensure legal compliance of Office and Department employee development/training programs and operations.
7. Knowledge of Airports Authority processes and procedures for training, budgeting, procurement of contract training, reimbursement of tuition assistance, P-Card reconciliation and reporting, etc., to ensure that training goals are met in compliance with Airports Authority processes, procedures and other requirements and standards.

8. Skill in oral communication to understand verbal information (including instructions, descriptions, and ideas) and to express such information verbally so that others will understand and, in certain circumstances, be convinced or persuaded. This includes skill in adapting verbal aspects of training delivery techniques to fit the audience.
9. Interpersonal skills to interact effectively with business contacts in a businesslike, customer service-oriented manner.
10. Skill in using a computer and (a) modern office suite software (such as MS Office) to communicate (email), plan, schedule, word process, prepare presentations and graphics, manipulate data (spreadsheets and databases), develop reports, and perform or conduct research (Internet use as in searching new courses and delivery options), (b) enterprise systems/software for requisitioning, budgeting, time and attendance reporting, and other functions; and (c) special systems/software such as the Department's Learning Management System for e-learning, record keeping, and notifying employees of upcoming training opportunities.

RESPONSIBILITY Is responsible for performing a wide variety of employee development-training functions – leads in some programs (especially the Leadership Development Program), functions and activities, and advises/assists/supports in others; also performs organization development functions. The work helps improve the capabilities of the Airports Authority's individual employees, teams and units (especially leadership candidates and leaders at all echelons) to perform their work more effectively and efficiently, helps control costs and helps create a baseline for the Airports Authority to become a "learning organization."

Reports to the Manager, Organization Development (Supervisor). Most work flows to the incumbent based on functional responsibilities, typically with special information provided by the Supervisor or Vice President for Human Resources about new projects, new processes, anticipated problems of significance, etc. The Supervisor typically makes special assignments in terms of objectives, deadlines, resources, and any known or suspected problems of significance. The incumbent works independently in carrying out the day-to-day work and most special assignments (independently planning/taking steps, coordinating/consulting with others, etc. – this includes independent development and management of the Leadership Development Program) within established guidelines, priorities, and deadlines while keeping the Supervisor informed of critical problems or sensitive issues. Works through complex and sensitive situations. Decides the appropriateness of training in designing courses to meet specific results-oriented objectives/outcomes, and recommends responses/solutions to highly complex or sensitive matters. Recurring work is expected to be technically accurate and adequate for the purposes of providing effective training and beneficial career/organization development. The Supervisor reviews/approves most training program content, contracts, reports and correspondence upon presentation by the incumbent, and other work upon completion. Although work may be reviewed in progress at any time, reliance is placed on the incumbent for detailed planning and proper execution of all steps. The incumbent seeks advice and assistance from the Supervisor, or

guidance, on unusual or critical issues, particularly complex or critical problems, high visibility/impact or time-sensitive matters, etc. Work is typically reviewed in terms of quantity, quality, timeliness, customer service, teamwork, adherence to guidelines, and other factors, including specific performance management requirements.

Guidelines include, but are not limited to, generally-accepted employee development/training and organization development (including change management) principles/practices/techniques and adult learning theory; overarching regulations, standards and considerations (such as Title VII of the Civil Rights Act as it applies to equal training opportunities); and Airports Authority programs for training and employee development and processes and procedures for procurement, budgeting and other administrative-logistical-financial functions as well as the Strategic Initiative Action Planning program and strategic initiatives. Incumbent selects and applies guides to various situations; strictly adheres to guidelines in procurement/contracting, purchasing, budgeting, reviewing TRs/PRs/TAP reimbursements, etc. Adapts/adjusts guides to create training or employee development to fit objectives/situations.

EFFORT Work is a sedentary-active mix. Incumbent may sit for extended periods of time while performing desk work. Moves about or stands to meet with people, coordinate work, observe training by others, or present training. The work typically requires light physical effort as in opening/closing file drawers, lifting, carrying, or pushing a file cart of training materials, etc. Regularly uses a computer to develop reports, analyze costs, and perform other tasks, and operates other office and training delivery equipment. Frequently exchanges information by telephone. Regularly reviews contracts, management reports, and training materials that contain small print. Presents in appropriate ways (tone, pitch, volume, etc.) in serving as a trainer or group discussion leader. In driving, operates vehicle using judgment in consideration of weather, traffic and other factors.

WORKING CONDITIONS Works primarily in an adequately lighted, adequately ventilated and temperature-controlled office and conference rooms. May experience some job pressures or frustrations from deadlines, changing priorities, business or scheduling conflicts with contractors or presenters, conflicts with managers who may be resistant to performance improvement suggestions, or frustrating conditions common to change management.

OTHER SIGNIFICANT JOB ASPECTS May need to schedule and/or attend training sessions outside of normal Monday-Friday business hours and/or on weekends.