

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

**FUNCTIONAL DUTIES** Serves as Manager, Organizational Design and Management Department (Department), in the Office of Human Resources and Administrative Services (Office), Metropolitan Washington Airports Authority (Airports Authority). Through the management and oversight of staff efforts and through work personally performed, manages the design of all organizational structures in the Airports Authority; establishes criteria for allocation of staffing and manages the development of all position descriptions; and establishes policies, procedures, and criteria for the design and administration of organizational structures, job evaluations, and qualification requirements. Performs related functions.

Through subordinate organization, staff and consultants, or personally, and in collaboration with the Vice President for Human Resources and Administrative Services, other executives and key staff throughout the Office and Airports Authority:

--Manages the design, development, and implementation of all new or revised organizational structures. Analyzes Airports Authority organizational units, in coordination with other Departments (such as the Compensation Department), to improve performance including process analysis/work flow, resource allocation, and related processes to identify areas for performance improvement, cost control/reductions, and/or elimination of duplication. Manages contracts to conduct special organizational studies including, but not limited to, changes in structures, realignment of functions, redistribution of work, etc.

--Establishes policies and procedures for all job evaluations, qualification standards, and staffing criteria for the Airports Authority. Manages the administration of job evaluation systems and centralized appointment and control of all job descriptions and coordinates assignment of grade levels. Maintains necessary comparability within the grade structures and salary ranges.

--Oversees the Airports Authority's existing job evaluation systems in order to design, document, and evaluate jobs. Collects, analyzes and documents job behaviors, task data, minimum qualifications (MQs), knowledges, skills, abilities and other factors (KSAOs) or competencies to prepare or edit job descriptions, establish qualification requirements, and determine pay grades of jobs covered by the Salaried Evaluation System (SES) and Trades Evaluation System (TES). Discusses the outcomes of job evaluations (in terms of job behavior or job task data, knowledge requirements and other facets of job content) with the employee(s), the supervisor and others, as appropriate, in the data collection/analysis/evaluation/documentation process. Makes necessary distinctions between trades, staff, management and executive positions. Uses regulations of the Department of Labor's Wage and Hour Division and other guides to determine exempt/nonexempt status under the Fair Labor Standards Act (FLSA).

--Reviews clusters of jobs (position structures) and overall organizational designs proactively for potential to improve effectiveness, control costs, de-layer decision making or improve inputs and outputs, broaden the work experience, increase employee satisfaction, improve career growth opportunities, etc., and in reaction to reorganization proposals. Analyzes reorganization

proposals to identify impact on existing jobs and employees within and outside the organization as well as the skill-sets needed, estimate costs, propose alternatives, etc.

--Validates qualification requirements (including MQs and KSAOs) through content- or criterion-related approaches to ensure job-relatedness. In conjunction with the Manager, Employment Resources and Personnel Management and others, develops, selects, and validates pre-employment selection criteria including, but not limited to, structured interview questions, knowledge- or skill-based tests, or cognitive ability tests.

--Provides technical advice, program guidance, and policy interpretation on all aspects of organizational structuring and job evaluations. Establishes policies and makes determinations regarding application of FLSA regulations to all Airports Authority positions.

--Serves as Contracting Officer's Technical Representative (COTR) for contracts related to job evaluation services and organizational design studies. Develops Statements of Work (SOWs), leads the Evaluation Committee through the Request for Proposal (RFP) solicitation and award process. Coordinates with the Airports Authority's Procurement and Contracting Department and Budget Department to ensure all contract deadlines and financial obligations are met in an efficient and timely manner. Monitors contractor's timeline and deliverables; approves or declines contractor invoices.

--Maintains liaison with other functional areas to ensure effective coordination and control of HR-related activities. Specializes in organizational design and job evaluation, but regularly works across a wide span of HR functional areas including compensation, training, employee development, performance management, labor-management, employee relations, employee benefits and employment in major studies, special projects and day-today work.

--Oversees the development and implementation of strategic communication programs which facilitate increased awareness of human resources policies, programs and change initiatives.

--Keeps abreast of 'best practices' in business processes and HR as they may impact the Airports Authority; evaluates impact on programs and procedures and makes recommendations for alterations to Department programs to ensure continued compliance, to add value to existing services, or to expand services.

--Participates with the Vice President for Human Resources and Administrative Services and the other Department managers in strategic planning. Provides input regarding strategy, long-term planning and actions and issues affecting HR. Works collaboratively and partners with the other Department managers on policies and procedures pertinent to the HR function specifically and for the good the Airports Authority generally.

--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, and consultants.

--Uses a computer and (a) modern office suite software (such as MS Office) to communicate (email), plan, schedule, word process, manipulate data (spreadsheets and databases), prepare presentations, and conduct research (Internet use); (b) enterprise systems/software for budgeting, requisitioning, time and attendance reporting, and other functions; and (c) special systems/software used in the Department.

--Operates a vehicle, on and off the Airport complexes, to attend meetings and perform related functions.

--\*Performs other duties as assigned. \*

**MANAGERIAL AND SUPERVISORY DUTIES** In the context of Department operations, provides:

Organizational Planning Establishes goals. Develops program plans and milestones. Assigns priorities. Develops policies and procedures. Projects budget requirements and allocates available resources.

Program Direction Communicates organizational goals. Keeps employees and other managers informed. Develops and establishes review and control systems to assist in achieving goals and results. Reviews costs, manages fiscal resources and maintains control over assigned Airports Authority resources and assets.

Human Resource Management Selects, assigns and develops employees. Delegates and assigns work. Evaluates employee performance and administers human resource management programs established by the Airports Authority. Ensures the application of EEO principles and adheres to EEO requirements.

Program Evaluation Reviews program quality and progress toward achieving goals and program results on a periodic basis. Takes corrective actions to maintain work progress on schedule, improve employee performance or to modify program goals or operations, as appropriate.

*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 Business Administration, Human Resources Management, Personnel Administration, Public Administration, or a related field providing a strong foundation for successful performance of the DUTIES in this job description; or an equivalent combination of education, experience and training that totals four years.
2. Eight years of progressively responsible experience in human resources with knowledge of

organizational design, job evaluation and classification principles that includes work in the range of DUTIES listed in this job description including (a) developing organizational design policies, procedures, and guidelines and advising management on organizational structures; (b) advising management on job evaluation and classification issues; (c) developing job descriptions and validating MQs and KSAOs and other qualification requirements; and (d) applying, a wide range of HR concepts, laws, policies, practices, analytical, and diagnostic methods and techniques, sufficient to solve a wide range of complex, interrelated HR problems and issues.

A fully equivalent combination of education and training beyond what is needed to satisfy MQ 1 may be substituted for two of these eight years of experience. One example is a master's degree in any field may be substituted for two years of experience.

3. Education, experience or training indicating the ability to perform successfully as a first level supervisor such as the ability to plan/assign/review work, deploy personnel, monitor work operations, obtain effective results and perform a full array of supervisory personnel functions.

### **PREFERRED QUALIFICATIONS**

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

1. A Master's Degree in Human Resources Management, Personnel Administration, or Public Administration.
2. Substantive experience in organizational design, job evaluation and classification in the public sector.
3. Certification as a Senior Certified Professional from the Society for Human Resource Management (SHRM-SCP) or an equivalent certification that results from testing of HR knowledge that includes organization design, job evaluation and classification matters at the 'senior' level.

### **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 Airports Authority management functions, policies and procedures, including EEO principles and requirements, and knowledge of supervisory principles, altogether to manage the operations and programs of the unit/team and to perform supervisory functions.

2. Knowledge of organizational design, job evaluation programs, processes and procedures, and generally accepted job classification principles sufficient for policy and program development. Knowledge of fundamentals of other HR disciplines (such as recruitment and compensation) altogether to provide effective organizational design services (including advice to executives and managers on organizational design and job evaluation requirements, policies and procedures), oversee staff development of job descriptions, organization charts, job evaluation and staffing guidelines, perform special projects that may involve inter-disciplinary issues, and perform related functions.
3. Ability to maintain strict confidentiality regarding organization and employee information.
4. Knowledge of Title VII, Civil Rights Act of 1991, the Uniform Guidelines on Employee Selection procedures, generally-accepted merit principles in the public sector, Titles I and II of the American with Disabilities Act and Fair Labor Standards Act, EEO, and related laws altogether to apply current programs on a day-to-day basis in legally compliant and ethical ways and to assist in the development/implementation/improvement of job evaluation, classification and qualification requirements programs or interdisciplinary HR projects.
5. Knowledge of, and skill in using, current and emerging HR trends, best practices and emerging trends as they are pertinent to functional area of organizational design and job evaluation management sufficient to identify sources, conduct liaison and outreach, and perform related functions in support of facilitating employment of a well-qualified, diverse workforce.
6. 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, and assessing policies and processes and recommending ways to improve them.
7. Skill in oral communication to understand verbal information (including facts, assertions, ideas and arguments) and to express such information verbally so that others will understand and, in certain circumstances, be convinced or persuaded. This includes the ability to encourage oral communication by others, such as Airports Authority executives and manager concerning their organizational design and job evaluation/classification needs. Examples include exchange of routine and non-routine information with managers and employees concerning the full range of official transactions (this includes explanation of processes and procedures); and other Office managers concerning overlapping HR programs.
8. Demonstrated experience designing and implementing strategic communications programs which meet the needs of key stakeholders. Skill in written communication to understand written information (facts, assertions, ideas and arguments) and to express such information in writing so that others will understand, and, in certain circumstances, be convinced or persuaded. Examples include reviewing and revising Department policies and procedures; revising forms and letters to improve clarity; and reviewing written work by subordinates.

9. Interpersonal skills to interact effectively with business contacts in a businesslike, customer service-oriented manner. This includes developing rapport with key contacts (who may represent diverse backgrounds and perspectives) to help ensure effective working relationships and excellent customer service.
10. Skill in using a computer and (a) modern office suite software (such as MS Office) to communicate (email), plan, schedule, word process, manipulate data (spreadsheets and databases), prepare presentations, and conduct research (Internet use); (b) enterprise systems/software for requisitioning, budgeting, time and attendance reporting, etc., and (c) special systems/software used in the Department.

**RESPONSIBILITY** Is responsible for planning, assigning and reviewing the work of the Department; administering effective organizational design, job evaluation and classification programs; and personally performing other programmatic work in support of the Department. Works directly with and significantly impacts success in recruiting, retaining and motivating a high quality, diverse work force.

Reports to the Vice President for Human Resources and Administrative Services (Supervisor). Manages the Department function independently, keeping the Supervisor informed of the status of projects and significant problems. Most work flows to the Department as a function of assigned responsibilities and ongoing operations. Other work results directly from improvement initiatives and policy and process changes. The Supervisor provides broad objectives and policy guidance for recurring operations and, in consultation with the incumbent, brief instructions and timeframes for special projects. Performance is reviewed in terms of the Department's conformance to policy and regulatory requirements, quality, quantity, timeliness, teamwork, customer service and other factors, including specific performance management requirements. Special projects are usually reviewed at milestones for overall impact on the Airports Authority and whether the projects achieve expected results.

**EFFORT** Work is primarily sedentary and may sit for extended periods while performing desk work; moves to other offices and sites to coordinate, advise, negotiate, make presentations and perform other job functions. Uses a computer and communicates by telephone frequently. Reviews management reports and regulations that contain small print. Typically exerts light physical effort in opening/closing file drawers, transporting work materials and performing similar activities. In driving, operates vehicle using judgment in consideration of traffic, weather, and other factors.

**WORKING CONDITIONS** Works primarily in an adequately lighted, ventilated, and temperature controlled office setting. Is subject to job pressure and frustration from tight deadlines, constantly changing priorities imposed from above, conflicts with managers, and working within a fast paced environment of multiple projects and operations where the focus must shift constantly, every day.

**OTHER SIGNIFICANT JOB ASPECTS** None