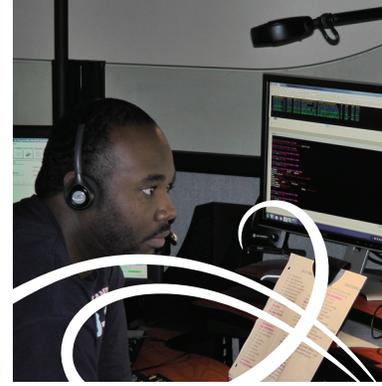


The City of Alexandria, Virginia seeks a *proven* human resources *visionary* who is an outstanding *innovative leader* and *collaborator* to serve as the next...

# Director of *Human Resources*





## THE COMMUNITY

The City of Alexandria is located in northern Virginia and is bordered by the District of Columbia (Potomac River), Arlington and Fairfax counties. With a population of approximately 140,000 and a land area of 15.75 square miles, Alexandria is the seventh largest city in the Commonwealth of Virginia. Alexandria is a unique and historic place that is experiencing substantial urban redevelopment pressures and opportunities as a result of a high market demand for urban living in a quality environment. Although the City is part of a larger metropolitan area that includes the Nation's Capital, it has retained its historic character. About one-quarter of the City's 15 square miles has been designated as a national or local historic district. Thousands of buildings in these districts are monuments to the past, while being actively used by citizens for homes, businesses and museums.

The City is racially and ethnically diverse; approximately one-quarter of the City's residents are foreign born. Students at the City's single public high school come from 88 different countries, and speak 69 different languages. Overall, African-Americans comprise approximately 22 percent of the residential population, Latinos constitute over 16 percent, and Asians constitute almost 6 percent. Alexandria has one of the highest per capita incomes, and one of the highest higher education attainment levels in the United States.

Alexandria was founded almost 50 years before the District of Columbia. The City's Old and Historic District (which is the third oldest historic preservation district in the U.S.) and Parker Gray Historic District are preserved with oversight by architectural review boards, which regulate proposed exterior building changes. Historic landmarks include Robert E. Lee's boyhood home; Christ Church, where famous Virginia statesmen worshiped; and Gadsby's Tavern, a favorite meeting place of Lafayette and President Washington. In addition to its historic sites, Alexandria includes a variety of attractions. One of the metropolitan area's largest concentrations of international

restaurants can be found in Old Town. The Torpedo Factory Art Center, located on the City's waterfront, provides an opportunity for the public to meet more than 200 professional artists. The City's Farmers Market, at 261 years old, is the nation's oldest farmers market that has been meeting continuously at the same site, Market Square. The City's Del Ray/Rosemont areas offer beautiful tree-lined streets, eclectic shops, and various annual community events. The City's West End is filled with vibrant neighborhoods and will be the site of a new Landmark Center, which will serve as a major residential, shopping, and dining attraction in the area.

Alexandria is home to over 12,000 thriving businesses and organizations, which includes a large representation of technology companies, the fourth-largest concentration of professional and trade associations in the country, the United States Patent and Trademark Office (PTO), and a tourism industry that hosts nearly 3.3 million visitors and brings in over \$700 million in visitor spending each year. A new headquarters for the National Science Foundation and its 2,100 employees is currently under construction in Alexandria.

## ORGANIZATION

Alexandria has had a strong tradition of self-government since its founding in 1749.

It is an independent city (Virginia cities have no county affiliation) and derives its governing authority from a Charter granted by the Virginia General Assembly. Virginia is a Dillon Rule state, which means that local governments have only the authority expressly granted to them by the Virginia Constitution or by the Virginia General Assembly in the City Charter or in general law.

The City adopted the Council-Manager form of government in 1922. The governing body of the City is the City Council, which formulates policies for the administration of the City. The City Council is composed of a Mayor and six Council Members elected at-large, on



a partisan basis, for a three-year term (not staggered). The Mayor is chosen on a separate ballot and presides over sessions of the Council. Legislative sessions of the City Council are held on Tuesday evenings twice per month except in July and August. Public hearings, which focus largely on land use and development decisions, are held on one Saturday per month when Council is in session, allowing citizens an opportunity to speak on matters that concern them, especially relating to land use. Civic engagement is highly valued by residents and the City government. In addition, there are 77 City Boards and Commissions with Council-appointed citizen representation. These bodies compose a formal system through which citizens can advise City Council on major issues. Boards and commissions are responsible to City Council, and appointments are made by Council at their regular legislative meetings.

The Alexandria City Council operates under the Virginia Freedom of Information Act, which prohibits closed sessions of the Council except for specific matters regarding personnel, pending litigation and land acquisition. Accordingly, nearly all sessions of the City Council are open to the public, where citizens actively participate in public hearing discussions. The City is an active participant in regional agencies such as the Washington Metropolitan Council of Governments, the Washington Metropolitan Area Transit Authority, the Northern Virginia Transportation Commission, the Northern Virginia Transportation Authority, the Northern Virginia Regional Commission and the Northern Virginia Regional Park Authority.

The City Council appoints the City Manager who serves as the City's Chief Executive Officer. The City Manager has appointment and removal authority over all City personnel. The City Manager is responsible for implementing the policies established by the City Council. The City Manager, Rashad M. Young, was appointed in 2011 to serve as Alexandria's Chief Executive Officer. The City provides a comprehensive range of municipal services including: land use planning, education, health, welfare,

housing and human services programs; public safety and administration of justice; community development, recreation, library, consumer assistance, cultural and historic activities, and transportation and environmental services. The City budget provides for approximately 2,400 full-time employees, excluding school employees. The City of Alexandria's Fiscal Year (FY) 2015 approved All Funds Operating Budget is \$756.21 million. The FY2015-FY2024 approved Capital Improvement Program (CIP) is \$1.23 billion.

## **POSITION PROFILE**

The mission of the Director of Human Resources is to lead the Department and to provide expeditious and quality customer service to the City, department staff, and the general public. The Director works under the general direction of the City Manager.

The Director plans, directs, and administers all activities in the Human Resources Department such as planning, directing, organizing, and implementing comprehensive City-wide human resources and complex analytical tasks in support of a centralized human resource function in the system areas of recruitment, selection, employment, classification, compensation, equal employment opportunity, training, worker's compensation and benefits.

The Human Resources Director is the position responsible for providing leadership in developing and executing human resources strategy that supports the strategic direction of the City government. This includes the recruitment, development, and retention of a high quality workforce capable of delivering public services in a complex and stimulating community environment. Through thoughtful planning and the diligent execution of work, the Human Resources Department must focus on the critical needs of both the organization and its employees. These focus areas include:

- Developing a workforce plan that considers the future skills and attributes employees must possess



to successfully meet the needs of the public in an environment of constant change;

- Ensuring employees are competitively and fairly compensated for their work and that the system for determining fair and competitive compensation is strongly associated with performance and accountability;
- Providing employees with training and development opportunities which encourage critical thinking skills, provide opportunities for the demonstration of leadership abilities, and yield personal and professional growth; and
- Firmly instilling in every City employee an ethos of principled and ethical service to the public.

## HIGH-PRIORITY ISSUES

The following is representative, albeit not a comprehensive listing, of the challenges and opportunities the new Director of Human Resources will face in the first 18 months on the job:

- Work with the City's senior leadership to develop, implement and assess a City-wide performance management program.
- Work with City departments to develop succession planning for critical positions throughout the organization to reduce the loss of institutional knowledge and talent and provide growth opportunities for existing staff.
- Work closely with current staff in the Human Resources Department to assess workload expectations and ensure that staff members have the opportunity to receive appropriate training and development to perform their duties.
- Continue to improve internal and external customer service and provide the framework and leadership for a more customer focused department.

- Continue to collaborate with the Finance, Management and Budget and Information Technology Services Departments to align current human resource practices with the capabilities of the new enterprise wide resource system.
- Assess, develop and expand the City's Training and Development Program.
- Engage and communicate with City employee groups to foster understanding of City positions and employee concerns
- Continue to provide professional career development opportunities for department and City staff.
- Continue to set and document innovative and clearly defined processes and procedures for the Department.
- Provide analysis and review of City human capital trends as they relate to the fiscal and operational status of the City.
- Work with other relevant departments to determine space and scheduling needs that balance the need to provide government services with the desire to provide time and space flexibility for the workforce.

## CANDIDATE PROFILE

The ideal candidate will be an experienced human resources administrator with outstanding strategic thinking, interpersonal, organization, negotiation and leadership skills. She/he must possess a thorough understanding of the best practices in human capital management. It is expected that the person selected will also have extensive knowledge and experience in a broad range of human resources programmatic areas. It is desired that the selected person have knowledge and/or experience in succession management, comprehensive performance management, and organizational development.

The Director must be team oriented and be collaborative



with the employee groups and other senior management when decisions are being formulated and conflicts are being addressed, and be committed to making difficult decisions, including situations when consensus is not achievable. The selected candidate will need to be skilled in delegating responsibility and in managing through others, for the broad range and volume of issues this position entails.

He/she will need to be a clear communicator and able to comprehend complex matters and articulate to different audiences: what the issues are, the thought process that went into a decision, and the implications for the community and employee for any proposed recommendations. The individual hired for this position will need to be candid and willing to speak their thoughts even when the prevailing opinion seems to be counter to those thoughts. The successful candidate will need to have a flexible schedule since this position requires the ability to be available for some City Council and community meetings that occur primarily in the evening. The candidate must be committed to a non-traditional work schedule, largely to accommodate frequent evening meetings. She/he must have a great deal of political savvy and sensitivity, and a hands-on approach and willingness to lead by example are required.

## **EDUCATION AND EXPERIENCE**

Qualified candidates will have a Bachelor's Degree in human resources management, industrial psychology, business or public administration or related discipline; ten years of experience in human resources administration at a level equivalent to an HR Manager or higher; and at least five years of supervisory experience supervising at least 5 people. Candidates possessing a Master's degree in one of the aforementioned academic disciplines will be viewed favorably. It is desired that the selected candidate have extensive experience managing a complex, full-service human resources program similar to Alexandria. The selected candidate should also have a proven track record of successful implementation of best practices in human

resources and related fields. The individual backgrounds of candidates will be reviewed and the combination of experience, education and training may be considered.

## **COMPENSATION AND BENEFITS**

The salary range for this position is up to \$150,000, depending upon the background and qualifications of the successful candidate. The City of Alexandria has a highly competitive executive benefits package which includes: annual leave, holidays, and sick leave; a defined benefit retirement plan; health insurance, dental plan, life insurance, and long-term disability insurance; optional deferred compensation retirement plan; credit union membership; employee discount programs, optional sick leave bank; and an employee assistance program.

## **APPLICATION & SELECTION PROCESS**

Interested and qualified candidates, please submit your resume online at <http://alexandriava.gov/Jobs>.

**This position is open until filled; however, interested applicants are strongly encouraged to apply not later than February 15, 2015.** Following this date, applications will be screened against criteria outlined in this brochure. On-site interviews in the City of Alexandria will be offered by the City Manager in March 2015 to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission.

**For more information, please contact:**  
**JOSHUA PUTMAN**  
Manager of Employment & Employee Relations  
703.746.3776  
Joshua.Putman@alexandriava.gov

Applicants selected as finalists for this position will be subject to a criminal history/credit/drivers license check prior to interview.