

Director

Personnel Department
Fulton County, Georgia

FULTON COUNTY

Home to Atlanta and a population that recently topped one million, Fulton County is a wonderful place to live, work and play. It is a vibrant, multicultural community that is the transportation, commercial and cultural hub of the South. Besides being the state capital, CNN, Cox Enterprises and Delta Air Lines have their headquarters in the County. Its attractions are many, including the Georgia Aquarium, the Martin Luther King, Jr. Center, the World of Coca Cola Museum, and Zoo Atlanta. Culturally, it is a leader with the High Museum of Art, the Atlanta Symphony Orchestra, and the Atlanta Ballet. Its institutions of higher learning include Georgia Institute of Technology, Georgia State University, Spelman College, Morehouse College, Clark Atlanta University, Oglethorpe University, Morris Brown College, Atlanta Christian College, and Mercer University. It is known for its college athletics and its professional sports teams include the Atlanta Braves, Falcons and Hawks. Add the pleasant, warm southern climate and it is simply difficult to find a better place to call home.

Fulton County encompasses 528.7 square miles, and stretches over 70 miles from north to south. In addition to Atlanta, the cities of Sandy Springs, Alpharetta, Roswell, College Park, East Point, and Fairburn are among the 15 cities that call Fulton County home. Named after Robert Fulton, the inventor of the steamboat and the first practical submarine, Fulton County was formed from DeKalb County in 1853, and absorbed Milton and Campbell Counties in 1932.

THE GOVERNMENT

The County is governed by a seven-member Commission whose members serve concurrent four-year terms. Two of the Commissioners run at large, while the other five represent geographic districts. It follows the Commission-Manager form of government with an appointed manager overseeing its operations. Its general fund for FY2009 is \$635 million and total budget is approximately \$1 billion. The County has approximately 6,500 employees.

THE PERSONNEL DEPARTMENT

The Personnel Department is responsible for carrying out the human resources function throughout Fulton County Government. With only very minor exceptions, the Department has responsibility for every one of the County's 6,500 employees. The day-to-day operations are overseen by the Department Director who reports to the County Manager. He/she also works closely with and is staff to the County's Personnel Board.

The Personnel Department is composed of 43 individuals and has a budget of \$3,890,679. It is responsible for Personnel Administration generally and, in particular, Payroll and Leave (fourteen positions), Employee Relations (six positions), Classification and Compensation (four

positions), and Recruiting (eleven positions). Six other positions are allocated to Administration and Quality Control. The Personnel Board is composed of seven members. Each County Commissioner nominates a member of the Board and the entire Commission must approve the appointment. The Board was established by the Civil Service Act of 1982 and has as its responsibilities: (1) Representing the public interest in the improvement of personnel administration within the County government; (2) Advising the County Manager and Commission on personnel matters, (3) Devise, publish and amend or rescind detailed personnel regulations and policies; (4) Oversee and provide policy direction of a county-wide merit system; (5) Conduct hearings and investigations, render decisions on cases brought before it (essentially, all terminations and suspensions of County employees) and (6) Determine position classifications, salary ranges, compensation plans and salary schedules.

Personnel Department transactions and workload statistics for 2008:

	Appointments	2339
	Transfers	40
	Promotions	259
Demotions		21
	Positions Established	83
	Positions abolished and expired	67
	Separations	1142
	Suspensions	132

Personnel Board activities for 2008:

Number of meetings	31
Employee appeals calendared for hearing	210
Employee appeals listed on agenda	54
Board orders issued	43
Appeals settled without hearing	22

THE CHALLENGES

The challenges facing the next Personnel Director are several. Like local governments across the country and around the Metro Atlanta region, Fulton County Government is experiencing sharply decreased revenues; nevertheless, Fulton County ended FY2008 with a structurally balanced budget. The County Manager is taking proactive measures to reduce expenditures for FY2009 and beyond while engaging the workforce in efforts to increase organizational efficiency. The Personnel Director will be expected to advise County leadership on best practices to effectively manage the workforce through these challenges.

Additionally, it should be recognized that the County's goal is to make the Personnel Department a model agency and one that others study as being an example of what they want to achieve in their government. Within that context, the new director should be aware of a number of factors. First, the Personnel Department was managed for 19 years by the recently retired director. The new director will need to gain the trust and respect of the Board of Commissioners as well as the County's senior managers and the employees. Second, the change will provide the opportunity for a fresh perspective. While being respectful of the past, the individual will need to evaluate current practices to ensure they are as efficient and effective as possible. Third, the selected individual will need to work with the Personnel Board, County Manager's Office,

and departmental staff to review the organization's vision and strategic plan. Finally, from the perspective of the Personnel Board, improved training of managers will be critical. Often the cases the Board reviews could be strengthened by better documentation and supervisory practices.

THE IDEAL CANDIDATE

While by law the requirements for the Personnel Director are straightforward (he/she shall be competent, honest, and possess the appropriate education and experience), the County is looking for more. The ideal candidate will be innovative, energetic, strong and professional. He/she will be up-to-date on current human resources practices and will be someone who can bring the organization to the next level. The selected candidate will not just be a manager but also a leader who can energize and inspire the Department. He/she will encourage participation and collaboration while also recognizing that the final decision rests with him/her. The selected candidate will know when a decision needs to be kicked upstairs to the County Manager. The selected individual will be both positive and analytical and will ask, "Why are we or aren't we doing it this way?" as opposed to accepting things as they are. He/she will have excellent people skills and work well with other internal departments and the Personnel Board. The individual will have top-notch communication skills and be able to relate equally well to a County Commissioner and frontline staff members. Finally, the selected candidate will understand organizational politics and how to navigate difficult situations.

County management believes that its department directors should be subject matter experts and, as such, the selected candidate will have an exceptional knowledge of human resources management, principles and practices as well as the technology that supports them. He/she will also have a demonstrated track record of achievement in human resources. The position requires a Bachelor's degree in human resources, business or public administration, or related field (Master's preferred) AND seven (7) years of progressively more responsible management experience in human resources, personnel management or a related area, including three (3) years supervisory experience or an equivalent combination of education and experience sufficient to successfully perform the essential duties of the position.

COMPENSATION

The salary range for the position is \$97,205 to \$157,475. The County offers an attractive benefits package. By law, the Personnel Director has a four-year term with the County.

HOW TO APPLY

E-mail resumes to RecruitFour@cb-asso.com by July 17, 2009. Faxed or mailed resumes will not be accepted. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at: 561-707-3537.

Fulton County is an equal opportunity employer and minorities and women are strongly encouraged to apply. Fulton County is also a drug-free work place.

JOB DESCRIPTION FOLLOWS

FULTON COUNTY, GEORGIA

CLASS SPECIFICATION

CLASS TITLE: PERSONNEL, DIRECTOR

CLASS CODE:	EEO CODE:	SALARY RANGE:	FLSA STATUS:	PHYSICAL PROFILE:	TEST CATEGORY:
909249	A	E82	Exempt	#2	B
JOB SUMMARY: Incumbent in this class directs the Fulton County Personnel Department. Responsibilities include administering all human resources functions for the Fulton County Government, including classification and pay, employee and labor relations, payroll and leave administration, recruitment and examination, and orientation and training.					
DISTINGUISHING CHARACTERISTICS: This is a stand-alone classification which does not fit within a classification series. Incumbent has delegated authority to direct and maintain sound administration of the human resources system within the Fulton County Government.					
ESSENTIAL DUTIES: (This list is a representative sample; position assignments may vary.) ■ Directs all functions and divisions of the Personnel Department, including classification and pay, employee and labor relations, payroll and leave administration, recruitment and examination, and orientation and training. ■ Manages assigned staff and oversees departmental planning, budgeting, staffing, and the accomplishment of goals and objectives. ■ Administers County-wide personnel actions and services, serves as Executive Agent of the Personnel Board, develops appeals calendar, and conducts prehearing conferences to determine case facts and settlement resolution. ■ Advises the Personnel Board, County Manager, Board of Commissioners, and Appointing Authorities on all County-related personnel matters. ■ Directs and approves County-wide personnel policies; recommends and approves all new positions, classifications, salary ranges, appointments, promotions, overtime payments, payroll and leave registers, safety procedures, and other personnel matters. ■ Represents the Fulton County Government in all personnel-related matters involving employee organizations and unions. ■ Develops and administers departmental budget, including analyzing costs and monitoring expenditures. ■ Oversees the management of workers' compensation claims and related issues. ■ Encourages equal employment opportunity in accordance with the principles and practices of the Fulton County Merit System. ■ Implements operating policies and procedures needed to meet the intent of the Civil Service Act.					

KNOWLEDGE:(position requirements at entry):

Knowledge of:

- Principles and practices of personnel administration and management;
- Equal employment opportunity legislation and requirements;
- Principles and practices of budget administration;
- Merit system regulations;
- The Civil Service Act;
- Employment and recruitment processes and procedures;
- Performance evaluation measurements;
- Classification and compensation processes and procedures;
- Principles and practices related to employee and labor relations;
- Principles and practices of management and supervision.

SKILLS:(position requirements at entry):

Skills in:

- Managing and supervising assigned staff;
- Developing goals, objectives, policies, and procedures;
- Personnel administration and management;
- Conducting effective negotiations;
- Labor/management administration;
- Establishing and maintaining effective working relationships with other County personnel, officials, and the general public;
- Communication and interpersonal techniques as applied to interaction with coworkers, supervisor, the general public, etc., sufficient to exchange or convey information and to receive work direction.

EXPERIENCE AND TRAINING:(position requirements at entry):

Completion of course work equivalent to the academic requirements of a Bachelor's degree (Master's degree is desired, but not required) in human resources, business or public administration, or a related field; and seven (7) years progressively responsible experience in human resources, personnel management, or a related area, including three (3) years supervisory experience; or, an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job such as those listed above.

LICENSING REQUIREMENTS:(position requirements at entry):

- Nonrequired.