

FIRE DEPARTMENT
SANTA CLARA COUNTY

DIRECTOR OF PERSONNEL SERVICES

DEFINITION

The Director of Personnel Services, reporting to the Fire Chief or his/her designee, functions as the expert on employees, culture and organizational matters. The Director of Personnel Services will serve as a key member of the Department's leadership team, and operate as a trusted advisor and partner to the executive leadership team and to other members of the Department's management team on issues related to labor relations, employee relations, recruitment and classification, development/training, labor-management matters (including contract negotiations) and human resource policies. The successful candidate will be comfortable navigating challenging and complex changes present in today's fire service, and have strong business acumen to translate business needs into human resource strategies and initiatives.

DISTINGUISHING CHARACTERISTICS

This is a single-position class in the Unclassified Service. This class is distinguished from others in the management staff by its specialization in human resources and labor relations functions.

EXAMPLES OF DUTIES

Depending upon assignment duties may include, but are not limited to, the following:

- Monitor developments and review legislation impacting labor relations, personnel, and workers' compensation, including court decisions and law revisions. Evaluate impact on the Department and formulate appropriate recommendations.
- Provide procedural guidance and direction to Department staff on a variety of personnel issues.
- Manage and conduct the Department's personnel services program, including recruitment and selection, classification and compensation, labor relations, equal employment and labor code enforced training.
- Plan, develop, implement and administrate human resource processes, policies and programs that positively affect the productivity, competence and effectiveness of the organization.
- Consult with administration and labor leaders to provide analysis and recommendations in such areas as employee relations, labor-management relations, succession planning, organizational structure and change management.
- Develop procedures relative to program responsibility, and make recommendations to staff regarding employment, labor relations and workers' compensation practices.

EXAMPLES OF DUTIES (continued)

- Consult with the Fire Chief, division heads, employee representatives and others on matters related to policy interpretation, discipline, grievances and other personnel practices and matters.
- Counsel, consult and/or coach employees and managers regarding employee relations issues including performance, formal/informal grievances, discipline and related human resource matters that are in line with culture, Department policies, rules and regulations, memorandums of agreement and legal requirements.
- Respond to grievances in writing on behalf of the Fire Chief.
- Determine which grievances will be arbitrated or settled.
- Select arbitrators.
- Prepare grievances and disciplinary actions for arbitration by defining the issues, interviewing witnesses and collecting other information.
- Write or assist in writing disciplinary documents.
- Develop and lead effective talent management policies, programs and practices including recruitment, assessment and development and internal movement (e.g., transfers, promotions, succession planning) as the organization grows both organically as well as through acquisition.
- Develop and assist in the development and implementation of goals, objectives, policies, rules and regulations, priorities and work standards.
- Act as the employment law and policy “expert” for the Department. Stay abreast of major legal and regulatory changes affecting Department personnel operations. Consult with County Counsel to assess and understand impact of new laws and regulations; modify Department policies and procedures related to human resources as necessary; inform and advise personnel services team and/or business leaders about key changes and potential impact to the Department and its employees, including employee relations implications.
- Direct, oversee and participate in the development of the personnel services work plan; assign work activities, projects and programs; monitor workflow; review and evaluate work products, methods and procedures.
- Supervise, coordinate and evaluate the work of personnel services staff members; provide training and guidance.
- Prepare the personnel services unit budget; assist in budget implementation, forecasting of additional funds needed for staffing, equipment, materials and supplies; administer the approved budget.

EXAMPLES OF DUTIES (continued)

- Conduct research and analysis of complex and technical issues; evaluate options available and make recommendations for action.
- Maintain records; prepare and present reports, recommendations and analyses.
- Manage the Department's performance evaluation program.
- Review, revise and write job specifications.
- Formulate management strategies and actively participate in labor negotiations. May act as Department's chief negotiator during the collective bargaining process.
- Develop, maintain and upgrade selection procedures to ensure legal compliance with state and federal mandates.
- Develop and present new-hire orientation programs.
- Review compensation and benefits studies and make recommendations regarding any modifications to existing programs.
- As assigned, represent the Department on committees.
- Attend training sessions and conferences consistent with the effective discharge of the responsibilities of the position.
- Perform related duties as assigned.
- May work irregular or protracted hours, including weekends.

EMPLOYMENT STANDARDS

Any combination of experience and training will qualify if it provides for the required knowledge, skills and abilities.

Education: Bachelor's degree in human resources, business or public administration, psychology or a closely related field.

Experience: Six years of professional-level human resource administration experience, of which three years must be in supervisory role managing a professional human resource staff. Experience working in the public sector in a unionized environment.

Highly Desired: Master's degree in public administration, labor relations or a closely related field. A certification in human resources such as Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR). Experience in benefits administration.

Knowledge Of:

- Broad and comprehensive human resources experience including a complete understanding of, and hands-on exposure to, the full mix of human resources functions.
- Principles and practices of public personnel administration, including methods and techniques used in job analysis, classification and compensation, recruitment and selection, equal employment, training and benefits administration.
- Principles and practices of the administration of a collective bargaining agreement.
- A variety of methods of dispute resolution.
- Basic business computer applications related to the work.
- Principles and practices of budgetary preparation and administration.
- Principles of program planning and implementation.
- Supervisory principles, practices and training to effectively organize and direct personnel.
- Statistical methods applied to personnel work.
- When and how to introduce change in such a way that it is broadly accepted and institutionalized.
- Principles and practices of leadership, motivation, team building and conflict resolution.
- Firefighters Procedural Bill of Rights Act (FPBOR).
- Public Safety Officers Procedural Bill of Rights Act (POBR).
- Progressive discipline.
- Applicable state and federal laws, rules, regulations practices and court decisions relating to public personnel administration.
- Principles and practices of administrative analysis and policy development and implementation.
- Principles and practices of labor relations and negotiations in a public agency setting.
- Testing and interviewing methods, practices and techniques.
- Methods and techniques for record keeping and report preparation and writing; proper English, spelling and grammar.

Skill In:

- Successfully translating business strategies into human resources strategies and actions.
- Excellent written and verbal communications and influencing abilities and skills.
- Being highly ethical. Can be trusted to do the "right thing." Follows a balanced approach without compromising integrity.

Ability To:

- Analyze complex problems, evaluate alternatives and make creative and effective recommendations.
- Exercise sound, independent judgment within established policy guidelines.
- Represent the Department effectively in meetings with a variety of public and private organizations.
- Provide leadership in, and promotion of, a positive organizational culture by being an advocate for employees while achieving a balance with Department goals.
- Prepare and present a variety of reports, correspondence and statistical data in a clear, concise and effective manner either orally or in writing.
- Maintain accurate records and files.
- Collect, analyze and interpret survey and statistical data.
- Conduct and direct complex analyses, evaluate alternatives and develop and implement sound recommendations.
- Interpret and administer personnel rules and regulations and policies.
- Establish and maintain an effective working relationship with those contacted in the course of work.
- Manage a personnel services team.
- Supervise, train and evaluate staff, counsel employees and resolve conflicts.
- Work as a team member with a strong collaborative approach to problem-solving and decision-making.
- Establish clear goals and objectives in order to create an organization that delivers excellent customer service through ethical leadership standards
- Establish and maintain an atmosphere of respect for employees.

Ability To: (continued)

- Serve as a key leader “at the table” in collective bargaining.
- Deal effectively with strategic issues as well as tactical operational details.
- Instinctively know when and how to introduce change in such a way that it is broadly accepted and institutionalized.
- Deal constructively with conflict, and facilitate resolution of disputes.
- Exercise good judgment in structuring and organizing work and setting priorities.
- Assist with contract negotiations and demonstrate effective negotiation skills; be capable of developing, gaining approval of and representing the position of management in formal labor relations in a unionized environment.
- Operate a computer using various software, including Microsoft Office Suite and office equipment – including computers, scanners, fax machines, etc.
- Communicate clearly and concisely, both orally and in writing.

Work Environment: A majority of the work is performed in an office environment with occasional work performed outside of the office. Noise level is usually moderate. The work environment indoors is usually in a temperature-controlled office. Some travel is required.

Physical Demands: While performing the duties of this job, the incumbent is regularly required to talk or hear. The incumbent is required to frequently sit, stand, walk; hand dexterity with ability to use tools or controls; operate a computer; reach with hands and arms; climb or balance; and stoop, kneel or crouch. The incumbent may occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and the ability to adjust focus. Clear, understandable speech is required.

Required License: Possession of a valid state of California driver’s license.

Pre-Employment Requirements: The candidate must pass a background check, psychological evaluation and medical examination.