

# DIRECTOR OF HUMAN RESOURCES





**Roanoke County** is seeking an experienced and innovative Human Resources executive and leader to provide expert guidance for a thriving suburban community. Reporting directly to the County Administrator, the Director of Human Resources will help move the organization into the future.

This recruitment profile outlines the qualifications, experience and characteristics necessary and desirable for successful performance as the Director of Human Resources. It also provides background information on the community, its government operations, and its aspirations.

**Qualified candidates are encouraged to submit a cover letter and resume, with salary expectations and professional references**, to The Berkley Group via email at [margaret.schmitt@bgllc.net](mailto:margaret.schmitt@bgllc.net). While the position is open until filled, formal review of applicants will begin March 3, 2022. Candidates considered to most closely match the qualifications contained in this profile will be invited to initial interviews. Roanoke County is an Equal Opportunity Employer.

Inquiries relating to the Director of Human Resources position may be directed to:

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## THE POSITION

The Roanoke County Director of Human Resources reports directly to the County Administrator and presents an opportunity for the right individual to help move the organization into the future. The Director will effectively navigate environmental and leadership change partnering with new executive leadership. The Director will utilize their expertise in the areas of employment law, compensation, evaluation and benefit practices, employee disciplinary and grievance procedures, organizational development and leadership training, employee relations, and human resources information systems. Roanoke County's mature workforce means that many key staff members will be retiring soon, and the Human Resources Director will be essential in identifying, selecting and mentoring future leadership talent. Working with the County Administrator to establish a clear strategic focus and workforce vision, the Human Resources Director will support incremental change toward more centralized and consistent human resources guidance and direction.

The Human Resources Director supervises a staff of eight and indirectly guides employees performing human resources tasks within County departments. Human Resource staff interacts directly with Payroll and Finance to onboard employees, obtain and provide benefits, and support the County's departments with changes in personnel.

Roanoke County employs approximately 1,040 full time employees, spread across 20 departments and five Constitutional offices. The departments provide a full range of services to residents, including curbside trash pickup, an accredited police department, a combination paid and volunteer fire and rescue service, planning, zoning, libraries, parks and recreation and social services. The Director will play a key role in the County senior leadership team and will partner with other staff to implement and administer policies and procedures, as well as resolve issues.

## PRIORITIES

The key issues and challenges facing the new Director in the first six to twelve months on the job include:

- Creating strategies to advance staff recruitment and retention across the County.
- Developing and implementing policies and procedures to manage employee compensation systems to ensure competitiveness in the marketplace.
- Designing and implementing internal and external training and organizational development activities to promote leadership and a culture of learning.
- Assisting departments with succession planning to develop internal talent in preparation for upcoming retirements and other changes in the organization.
- Developing and implementing a revised employee evaluation system.

## ON-GOING EXPECTATIONS

The County is in the process of updating its compensation and employee evaluation systems, offering the new Director an opportunity to work with Administration to implement systems which reward exceptional performance through professional development, management training and pay. Employee compensation is a vital issue and will continue to be so in the foreseeable future. Another new initiative will be to create a system-wide leadership development program to encourage upward mobility when promotional opportunities arise.





## PROFESSIONAL QUALITIES

The Director of Human Resources must demonstrate the following professional qualities:

- A commitment to communication with employees at all levels of the organization in a trustworthy and effective manner.
- The ability to be part of a team of senior level staff members and contribute meaningful and consistent insight into resolving issues and problems in the human resource area and beyond.
- Experience working with elected officials, and demonstrating tact and diplomacy in building and maintaining professional relationships with those officials.
- Strong verbal and written communication skills, which must include the ability to interact and explain information to all levels of staff.
- Effective presentation skills which enable articulation of personnel issues, goals and objectives to the Board of Supervisors, the County Administrator, County staff, citizens and the media.
- An unbiased management style which is open, friendly and approachable.
- An active level of involvement in professional personnel-related organizations and professional networking and encourage the HR staff in doing the same.
- Recognize and support tuition assistance, organizational development, training, and other forms of support for employees moving through the organization.
- Act as a role model, coach, and mentor for departmental and County-wide staff; dedicated to professional development; able to empower employees with a focus on performance, collaboration, and accountability.



## **PERSONAL TRAITS AND DESIRED CHARACTERISTICS**

The Director of Human Resources must demonstrate the following professional qualities:

- Absolute integrity, ensuring ethical, equitable, honest, fair, and open interactions with senior leadership, County employees, the Board of Supervisors and community members.
- Able to maintain a high level of confidentiality and build trust with management, supervisory and frontline employees.
- Able to guide human resources initiatives to implementation through the forging of effective relationships.
- Professionally competent, with confidence tempered by humility.
- A sound decision maker, open to input from stakeholders, exhibiting sound judgment.
- An innovative change agent, open to different ways of thinking and new approaches while respecting the culture of the organization and the community.
- Excellent communications and interpersonal skills, including the ability to collaborate, listen effectively, and understand differing views.
- Able to diffuse tense situations and seek common ground when different perspectives create friction.
- Approachable and empathetic with a customer service mindset.

## **KNOWLEDGE, SKILLS AND ABILITIES**

The ideal candidate will have a solid professional background and experience in all facets of Human Resources, particularly in the public sector. The County is looking for someone who will assist in aligning community goals and organizational objectives with the work of our employees, so that the workforce is fully engaged in providing services to our citizens.

The new Director will have a thorough knowledge of organizational development including leadership and succession planning. The new Director must be able to work collaboratively to foster excellent employee relations, recruit and retain quality staff, and maintain the County organization as an employer of choice.

## **EDUCATION AND EXPERIENCE REQUIREMENTS**

Graduation from an accredited college or university with a degree in any field related to Human Resources or Public Administration with at least five (5) years of progressively responsible experience in personnel administration, three (3) years of which must have been in a supervisory or managerial position. An advanced degree and/or certification in Human Resources field is preferred. An acceptable combination of education, experience and/or training sufficient to demonstrate the knowledge, skills and abilities may be considered in lieu of the more specific criteria listed above.

## **COMPENSATION AND BENEFITS**

Compensation for the Director of Human Resources will be market competitive with an expected starting range of \$101,275 to \$132,924 depending on qualifications and experience. Roanoke County participates in the Virginia Retirement System, and provides excellent health and dental insurance, short and long-term disability, life insurance, a generous flexible leave policy, and a wellness program.



# ROANOKE COUNTY

## THE COMMUNITY

Roanoke County is in the beautiful Blue Ridge Mountains of Southwest Virginia and serves more than 97,000 residents over 250 square miles. The region includes the cities of Roanoke and Salem and the Town of Vinton and is known for its natural beauty and great blend of culture, entertainment and outdoor activities.



The more than 313,000 citizens of the Roanoke region are served by the Roanoke-Blacksburg Regional airport, award winning school systems, modern libraries, museums and recreation centers, along with varied entertainment and dining options. There are over 25 colleges and universities located within an hour's drive, providing extensive opportunities for lifelong learning and employee development. While the atmosphere is vibrant, the residents are relaxed and friendly, and commute times are short, leaving plenty of time to take advantage of the large range of outdoor activities.

Both the Blue Ridge Parkway and the Appalachian Trail run for miles through the County, while the Roanoke River provides a framework for an extensive greenway system and the perfect place for fishing and kayaking. Roanoke County's 1,100 acre Explore Park offers a wide variety of outdoor adventure activities, including mountain biking, hiking, camping, canoeing and kayaking, just to name a few. Family friendly activities, such as recreation club sports, festivals and parades, make it an ideal place to raise children.

At the same time, the increasingly exciting pace of the downtown Roanoke restaurant scene and night life provides options for evenings and weekends. There are also many opportunities for spectator sports – from Virginia Tech football and basketball to the minor league Red Sox baseball franchise and minor league Rail Yard Dawgs ice hockey team, there is something for everyone. Roanoke County Public Library (RCPL) is an integral part of the Roanoke Valley community, providing a wide range of information, and spaces where everyone feels welcome. Most notably, RCPL became the first library in the nation to make available an Artificial Intelligence (AI) capable robot and is uniquely suited to offer community resources and instruction on AI, coding, robotics, and digital citizenship. RCPL is one of a handful of libraries leading the national conversation in this arena.

The Roanoke Valley is home to many high-profile companies including Carilion and Lewis Gale Health Systems, Toshiba Mitsubishi-Electric Industrial Systems Corporation (TMEIC), and Wells Fargo. A recent collaboration between Virginia Tech and Carilion created the Fralin Biomedical Research Institute in Roanoke City, a health science and technology campus that is rapidly transforming the region's economy through research and innovation.

Talent development solutions are provided through Virginia Tech, Hollins University, Virginia Western Community College and the Roanoke Higher Education Center, with resources and customized training from entry level to top management. The region's local governments partner with a regional economic development agency to attract new businesses to the area.



## COUNTY GOVERNMENT

Roanoke County operates under a charter granted by the Virginia General Assembly, with a County Administrator form of government. The five-member elected Board of Supervisors appoints the County Administrator to oversee day-to-day operations of the County. The Board also appoints the County Attorney, and there are five elected Constitutional offices – Treasurer, Commissioner of the Revenue, Sheriff, Clerk of the Circuit Court and Commonwealth’s Attorney.

The County’s General Government budget for Fiscal Year 2021/2022 is approximately \$201 million and the Human Resources Department budget is approximately \$1 million. The primary source of revenue for the County is the real estate tax, followed by the personal property tax on vehicles. The County receives significant funding from the state for schools and constitutional offices, but very little revenue from the Federal Government.

For additional information visit [www.roanokecountyva.gov](http://www.roanokecountyva.gov)

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