



CUMBERLAND COUNTY, NC  
INVITES YOUR INTEREST IN THE POSITION OF  
HUMAN RESOURCES DIRECTOR



## THE COMMUNITY

Located in the beautiful Sandhills region of North Carolina, Cumberland County is only two hours from the Atlantic coastline and four hours from the Great Smoky Mountains and the Blue Ridge Parkway. A large and growing county, Cumberland has a diverse population of approximately 332,000 and is the fifth most populous county in the state. Cumberland County has nine municipalities, including the City of Fayetteville (pop. 210,000), which is the county seat.

Cumberland County is home to Fort Bragg, one of the largest military installations in the world and headquarters for U.S. Forces Command, XVIII Airborne Corps, 82nd Airborne, and U.S. Special Forces Command. The strong military presence offers significant economic development potential, along with other opportunities for economic diversification.

The City of Fayetteville, whose motto is "History, Heroes and a Hometown Feeling," is a two-time All-America City award winner that offers the amenities of a sizable city, a revitalized downtown area, and numerous shopping opportunities. The county's other municipalities provide the option of small-town living, and Cumberland County includes large rural agricultural regions as well.

One of Cumberland County's greatest assets is its thriving arts and cultural community. Theatre, symphony orchestras, and museums for adults and children are available, including the Airborne and Special Operations Museum. A variety of festivals and special events are held throughout the year, and the County is also home to the Fayetteville Woodpeckers, a Houston Astros Class A Minor League Baseball team, and the Fayetteville Marksmen of the Southern Professional Hockey League. Cumberland County is home to the historic Fayetteville State University, prestigious Methodist University, and award-winning Fayetteville Technical Community College.

Cumberland and the surrounding area include scenic rivers, lakes and other recreation areas, as well as world-renowned golf courses that host major tournaments. Residents enjoy a pleasant climate with a distinct change of seasons.

## THE ORGANIZATION

The County's mission is to provide quality services to citizens while being fiscally responsible. The County provides services ranging from animal control to zoning and provides strong support for quality public education, working with an elected Board of Education



and appointed school superintendent. Award-winning programs in the Health Department, Finance Department, Public Library, and Department of Social Services demonstrate the County's commitment to better serve residents, prepare for the future, and be a caring, inclusive, and transparent government.

Cumberland County has a Commissioners-County Manager form of government. The County Board is composed of seven Commissioners elected to four-year terms.

The Senior County Management Team includes the County Manager, Deputy County Manager, and three Assistant County Managers (the Deputy and Assistant Managers report directly to the County Manager).

County operations are expansive, highly complex, and include various boards, commissions, non-profit organizations, and more than 25 departments. The County has approximately 2,545 employees and an FY2021 total budget of more than \$475 million, including a \$328.2 million General Fund. The County is financially stable with excellent bond ratings.

The County Manager's Office oversees all County departments, programs, and operations pursuant to the policies, ordinances, and directives adopted by the Board of County Commissioners. The County Manager is the Chief Executive Officer and is appointed by and serves at the pleasure of the Board. The County Manager has the responsibility of implementing policies and procedures of the Board, delivering services, managing daily operations, and appointing subordinate department managers. The County Manager is a long-term county employee and was appointed County Manager in 2014.

## THE POSITION

The Human Resources Director reports to the Assistant County Manager for General Government and Stewardship and is an integral strategic partner with County Management. The Director oversees the Human Resources Department, which includes a staff of nine (9) FTEs. The Director develops the overall strategic direction of human resources programs, including classification, compensation, recruitment, performance management, staff development, employee relations, retention, labor relations, and policy administration.

The Director is charged with establishing organizational direction relative to the human resources function for the County, developing and meeting departmental goals and objectives, and maximizing the human resources' strategic impact throughout the organization.

Duties and responsibilities of the Human Resources Director include, but are not limited to, the following:

- Develops personnel policies and procedures to ensure compliance with state and federal labor laws or statutes.
- Supervises, directs, and evaluates assigned staff, processing employee concerns and problems, directing work, counseling, disciplining, and completing employee performance appraisals.
- Conducts regular staff meetings; encourages a team-oriented, continuous learning environment in which staff participates in decision making to operate an efficient and effective department; and promotes career development. Encourages innovation and creativity; designs new, innovative strategies to ensure a well-trained and qualified staff provides excellent customer service in support of all county staff.
- Oversees the departmental budget to ensure fiscal responsibility and approves all requests for technology, supplies, and other expenditures.
- Monitors the performance management and training programs to ensure that employees are provided with productive feedback and training to address deficiencies and develop growth opportunities, as well as ensuring all employees are trained on applicable policies, laws, and statutes relating to employment.
- Oversees the classification of all positions and ensures that compensation is administered fairly and equitably within the framework of the Personnel Policy and Procedures manual, Personnel Ordinance, and all applicable federal and state employment laws.
- Oversees the employee relations function and is aware of all matters specific to disciplinary actions and/or violation of employment law; assists and conducts investigations and may provide reports and present findings to county administration and/or respective department heads. Works closely with county attorneys in regard to matters of employment law and disciplinary actions.
- Oversees the development, maintenance, and accuracy of all employee files, including compliance with state file review and retention policies.
- Presents to management and the County Board of Commissioners developments and opportunities for improvement. Recommends actions to positively impact the culture and efficiency of human capital within the organization.
- Oversees the recruitment program and encourages innovative changes to improve the recruitment of qualified candidates. Encourages and guides leaders throughout the organization to recruit staff using a long-term vision of succession planning.
- Coaches, guides, and directs staff and department managers in the County's workforce planning efforts, including supporting their efforts to build a team of engaged employees.
- Works with county management to implement and grow a retention program that utilizes existing and new programs to reduce annual turnover in all occupational categories.



- Sets the communication direction for awareness of change and required implementation; manages change efforts that encourage and engage staff at all levels in the improvement processes and help shape the organization's culture; identifies the need for change within department units and supports directors/managers in implementing change, while considering the overall impact on the organization; and ensures that all employees understand and apply new/changed human resources program policies and procedures consistently.
- Builds and maintains trust with all partners (management, department heads, and employees) and ensures all human resources components are administered fairly and equitably; coordinates and administers programs that identify weaknesses and proactively responds to trends and their impact on the organization's long-term goals.
- Ensures Equal Opportunity compliance in employment and employee development and advancement.
- Maintains and updates the Payroll/Personnel Management Information Computer System.
- Performs other related duties as assigned.

The County is seeking a Human Resources Director with strong leadership skills who can build a strategic vision and plan for the department with a proven ability to implement the plan. Building trust and credibility throughout the organization will be critical to the success of the new Director.

The Director must have a thorough knowledge of personnel management, human relations, and administrative principles and techniques related to administering a comprehensive personnel management program. Candidates must have the ability to supervise the planning and development of new or modified personnel programs; to promote personnel practices and principles as a



part of the total management process; to plan and direct the work of a staff of personnel analysts and technicians; and to establish and maintain effective work relationships with hiring managers, management staff, and county officials.

The ideal candidate is a professional leader with an inclusive, team-oriented management style. A personable and approachable individual who will advocate for staff and promote training and staff development is needed. The Director will need to take a fresh look at the department and assess its overall effectiveness and implement improvements as required. The selected candidate must have a solid understanding of human resources policies and procedures, business and industry best practices, emerging trends, methodologies, and innovations.

A progressive and solutions-oriented individual with exceptional interpersonal and communication skills is needed. The ability to inspire and the desire to serve is essential. Experience in union negotiations and human resources technology advancements is desired.

Requirements include a Bachelor's degree in human resources management, business administration, public administration or related field and seven (7) years of experience in a public sector human resources organization involving the development and operation of human resource programs; the development and interpretation of human resources policies and implementation procedures; and the interpretation and application of human resources policies and standards. Experience must include at least four (4) years of human resources supervisory and administrative experience. Candidates with an equivalent combination of training and experience will be considered. A Master's degree and SPHR certification preferred. Relocation to the County is required within 12 months of the hire date.

The position is open due to the recent retirement of the Human Resources Director.

## COMPENSATION/BENEFITS

The starting salary is open, dependent upon qualifications, and is combined with a generous benefits package. Benefits include medical, dental, vision care, flexible spending accounts, paid vacation and sick time, short- and long-term disability, as well as basic and supplemental term life insurance. The selected candidate will be automatically enrolled in the North Carolina Local Government Retirement System upon their employment. In addition, there is enrollment in a 401(k) Plan, with a 2% contribution from the County.



Department Heads are eligible to continue participation in the County's Group Health Insurance Plan upon retirement if they retire from Cumberland County government with at least ten (10) consecutive years of full-time County employment; participate in the County's group health insurance plan for at least three (3) years prior to regular, early or disability retirement; and meet other requirements.

## TO APPLY

If interested in this outstanding opportunity, visit our website at [www.srnsearch.com](http://www.srnsearch.com) and apply online. Position is open until filled. Resumes will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by S. Renée Narloch & Associates to determine a select group of finalist candidates who will be asked to provide references; references will be contacted only following candidate consent. Final interviews will be held with Cumberland County. Candidates will be advised of the status of the recruitment following the selection of the Human Resources Director.

Questions regarding this recruitment may be directed to:

**Ms. S. Renée Narloch**  
**S. Renée Narloch & Associates**  
**[info@srnsearch.com](mailto:info@srnsearch.com) | 850.391.0000**

***Cumberland County is an Equal Opportunity Employer.***



**S. RENÉE NARLOCH  
& ASSOCIATES**  
PROFESSIONAL EXECUTIVE RECRUITMENT

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