



Metro Public Health Dept

Nashville / Davidson County

Promoting and Protecting Health

Class Title: Management Series	Fair Labor Standards Act (FLSA): Exempt
Salary Grades: M1:OR05; M2:OR07; M3:OR09; BD1:OR12; BD2:HD03	Revision Date: Effective Date:

Series Objective:

Leads, manages, organizes, directs, and coordinates service delivery of one or more programs. Supervises staff. Provides strategic and operational planning for program(s). Plans, implements, and evaluates services provided and delivers continuous quality improvement. Prepares reports, proposals, and applications. Plans and provides for cost-effective operational use of resources and participates in budget preparation. Establishes, implements, and modifies strategies, policies and procedures consistent with program and departmental needs and goals.

Major Responsibilities:

- Leads and manages a program, programs, office or bureau. Takes responsibility for program outcomes as well as effective fiscal and personnel management.
- Interviews, hires, coaches, and trains new employees. Evaluates and reviews employee performance in a timely fashion; approves leave requests; counsels and corrects employees as needed; identifies staff development needs and facilitates training and learning opportunities.
- Reviews financial statements, activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement.
- Develops and executes program plans and operations in coordination with appropriate stakeholders in the department and the community. Maximizes community benefit by taking a systems approach to service delivery.
- Practices quality improvement, data analysis, program planning and program evaluation.
- Establishes and implements departmental policies, goals, objectives, and procedures in a fair and impartial manner.
- Prepares regular progress reports. Communicates with internal and external stakeholders as needed for visibility and success of the program. Takes initiative to identify and solve problems.
- High verbal and written communication skills and strong problem solving abilities.
- Demonstrates MPH D's core values of Professionalism, Respect, Integrity, Dedication, and Equality (P.R.I.D.E.) when interacting with the public and employees of the Metropolitan Government.
- Supports and participates in departmental response to disaster/emergency events.
- Regular, reliable and predictable attendance; and
- Performs other duties as assigned.

Classification	Distinguishing Characteristics (Responsibilities and Competencies are Cumulative)
Health Manager 1	<p>Manages a program or a few small programs. Is expected to also be able to perform the duties in the classification series predominantly managed. Primary focus is on program success. May or may not be qualified to manage other departmental programs that focus on a different subject matter.</p> <p>Promptly evaluates staff and addresses performance/disciplinary issues as needed. Maintains knowledge of core public health functions and their application. May include grant management, which includes financial oversight of grant funds and contracted dollars and delivery of specific grant and contract results and reports.</p> <p>Graduation from an accredited college or university and two (2) years of progressively responsible full-time paid employment in related field required. One (1) year within the past two (2) years in a public administration/supervisory capacity preferred. Completed graduate degree in a directly related field may be substituted for one (1) year of the required experience. Possess required competencies upon hiring.</p> <p>The position has supervisory responsibilities. May report to a Manager or Bureau Director.</p> <p>Required Competencies:</p> <ul style="list-style-type: none"> • Task-Relevant Knowledge: Knowledge of standard practices and procedures necessary to accomplish tasks. • Strategic Task Management: Matching the appropriate people and resources in the organization to maximize task performance. Maintaining task performance through times of turbulence. • Designing Work Systems: Designating the responsibilities of individual jobs and structuring the work of groups in organizations. • Reinforcing Success: Measuring and tracking progress toward goals to evaluate individual and group performance and provide feedback. Rewarding positive work behavior to reinforce activities that are aligned with the goals of the work group and the organization. • Multi-Tasking: Working on a variety of tasks simultaneously and shifting one's resources between multiple systems when needed. • Managing Personnel Policies: Developing and monitoring policies, programs, and procedures related to work practices and compensation. • Instituting and Following Fair Procedures: Instituting and applying rules and procedures in a consistent, unbiased, accurate, and correctable

	<p>fashion so that subordinates know that fair rules are being used.</p> <ul style="list-style-type: none"> • Financial Ethics: Understanding and following ethical financial management and accounting principles. • Work-Place Ethics: Understanding and following ethical guidelines at one's work place. • Eliminating Barriers to Performance: Identifying roadblocks and redundancies in work processes. Promoting improvements in task performance. • Follow Through: Maintaining that one's promises are realized in behavior; doing what one said one would do. • Being Accountable: Accepting responsibility for the effects of one's own actions. • Honesty and Integrity: Behaving in an honest and ethical manner. • Coaching, Developing, Instructing: Coaching, teaching, and advising others to help them develop their knowledge and skills. Creating individual development plans. Selecting appropriate training courses to address developmental needs. • Personnel Decision Quality: Making good personnel decisions by identifying and assessing the knowledge, skills, and experiences needed to successfully perform a role in the organization. • Seeking Improvement: Constantly looking for ways that one can improve one's organization.
<p>Health Manager 2</p>	<p>In addition to the previous responsibilities and competencies:</p> <p>Manages a sizable program or programs in terms of: number of employee, budget, subject matter complexity and/or operational risk to the organization or the public. Has sufficient training and experience at the time of hiring to lead in the program's area of focus. Uses data, knowledge of best practices in the program's area of focus, and uses community stakeholder input to modify program design, improve efficiency or effectiveness, achieve improved program results, and/or promote policy or systems change. Leads continuous quality improvement efforts. Regularly leads a program to operational success, but also serves as a publicly recognized leader in the field and in the community and/or as a leader furthering the goals and strategic plan of the department. May or may not be qualified to manage other departmental programs that focus on a different subject matter.</p> <p>Work at this level usually involves active participation in conferences, meetings, hearings, or presentations involving problems or issues of considerable consequence or importance. May actively and collaboratively participate on the Leadership Team.</p>

Graduation from an accredited college or university and three (3) years of progressively responsible full-time paid employment in related field required. Two (2) years must have been in a public administration/supervisory capacity. Completed graduate degree in a directly related field may be substituted for one (1) year of the required experience. Demonstrated success as a manager, administrator and team builder. Possess required competencies upon hiring.

The position has primary supervisory responsibilities. May report to a Manager or Bureau Director.

Required Competencies:

- **Enhancing Task Knowledge:** Involving the group in discovering methods to enhance task performance and redirecting the group to achieve better task completion
- **Developing and Building Teams:** Managing inertia and conflict during the formative stages of group functioning. Enhancing the performance of a group and the satisfaction of its members by promoting cooperation, trust, and confidence in the group.
- **Adaptability:** Adapting to changing or dynamic situations.
- **Developing External Contacts:** Developing portfolio of external contacts within the professional community.
- **Communicating with the Community:** Communicating organization's intentions and activities to the public (e.g., local press, radio, television) and representing the organization in community affairs and public activities to promote awareness and foster goodwill.
- **Analyzing Data:** Summarizing and making inferences from information through the application of statistics and qualitative analyses.
- **Problem Identification:** Pinpointing the actual nature and cause of problems and the dynamics that underlie them.
- **Creative Problem Solving:** Using novel ideas to solve problems as a leader.
- **Openness to Ideas:** A willingness to listen to suggestions from others and to try new ideas.
- **Research Orientation:** Observing the behavior of others, reading extensively, and keeping your mind open to ideas and solutions from others. Reading and talking to people in related fields to discover innovations or current trends in the field.
- **Valuing Diversity:** Encouraging a wide range of viewpoints among team members in order to avoid groupthink and create more culturally sensitive solutions.
- **Stress Tolerance:** Remaining effective even when situations become

	stressful.
Health Manager 3	<p>In addition to the previous responsibilities and competencies:</p> <p>Manages a sizable program or programs in terms of: number of employee, budget, subject matter complexity and/or operational risk to the organization or the public and/or a program or office requiring highly specialized education or experience. Demonstrated performance achievement in strategic and systems leadership required. Has the training and experience to lead in the program's area of expertise. May or may not be qualified to manage other departmental programs that focus on a different subject matter.</p> <p>May actively and collaboratively participate on the Leadership Team.</p> <p>Graduation from an accredited college or university and four (4) years of progressively responsible full-time paid employment in related field required. Three (3) years must have been in a public administration/supervisory capacity. Completed graduate degree in a directly related field may be substituted for one (1) year of the required experience. Masters or doctoral degree or other specialized credentials in a specific or related field and/or significant leadership and management ability may be required for some positions. Demonstrated success as a manager, administrator and team builder required. Possess required competencies upon hiring.</p> <p>The position has supervisory responsibilities. Generally reports to a Bureau Director.</p> <p>Required Competencies:</p> <ul style="list-style-type: none"> • Coordinating Work Activities: Coordinate the work-related activities necessary for task completion of all relevant constituents (both inside and outside of the group/organization). Adjusting one's own plans in light of how others are acting or how the environment is changing. • Managing Information Resources: Understanding information needs and providing access to efficient tools for project management, data analysis, strategic planning, and process controls. • Maintaining Quality: Evaluating materials and information produced against a set of standards through the use of measures of quality in order to track system and/or group progress. • Benchmarking: Facilitating communication outside of the organization to identify and integrate the best practices in task design and performance. • Generating Ideas: Coming up with a variety of approaches to problem solving. • Collaborating: Working with others and seeking the opinions of others to

	<p>reach a creative solution.</p> <ul style="list-style-type: none"> • Open-Door Policy: Promoting a climate of openness and trust. Allowing individuals who are upset about an aspect of the organization to voice displeasures without retribution or repercussions. • Nurturing Relationships: Building positive and cooperative working relationships with others. Maintaining relationships over time. • Assessing Others: Evaluating the strengths and weaknesses of others' efforts at learning or performing tasks. • Inspiring: Convincing others to believe in the organization's values and to act in accordance with those values. • Self-Awareness: Assessing one's success in learning or working activities and being honest about said judgments. Knowledge of one's strengths and weaknesses and knowledge of one's boundaries and limits. • Challenging the Status Quo: Willingness to act against the way things have traditionally been done when tradition impedes performance improvements.
<p>Bureau Director 1</p>	<p>In addition to the previous responsibilities and competencies:</p> <p>Directs a departmental bureau as defined by the Director of Health. Bureaus provide administrative homes for major organizational units or lines-of-business of the department. May or may not be qualified to manage other departmental bureaus that focus on a different subject matter.</p> <p>Expected to be able to articulate and communicate a clear vision, be a role model in management and development of personnel, regularly practice networking, relationship building and partnership development, and be politically astute. Role models public health leadership. Builds and supports capacity department-wide to facilitate accomplishment of the department's strategic plan. Communicates regularly and effectively with internal and external stakeholders.</p> <p>Utilizes assessments, data, epidemiological or other evaluation processes to do strategic planning and influence the overall direction of the bureau within the department and the larger public health system. Evaluates, prepares and disseminates reports on the effectiveness of programs within bureau. Monitors trends related to bureau activities and makes decisions using quality improvement methods and feedback from the Director of Health, the Executive Management Team, and staff collaboration.</p> <p>Work typically is conducted within a framework of largely undefined issues and elements requiring extensive probing and analysis to determine the nature and scope of the issues and how to effectively problem solve. Strong department-wide</p>

team mentality and an ability to prioritize what is best for the organization, over what is best for the Bureau or its staff members is required. Consults with other agencies and funding sources and provides grant oversight in pursuit of bureau and departmental goals.

Directs the various aspects of strategic planning, key results metrics and essential job functions for the bureau and assures quality in the outcomes and services provided. Collaborates with other Bureau Directors to provide leadership to the department and support for the Director of Health.

Represents the Director of Health and the department at meetings with other departments, regions, agencies, groups and individuals as designated by the Director of Health.

Actively and collaboratively participates on the Executive Management Team (EMT) and Leadership Team.

Graduation from an accredited college or university and five (5) years of progressively responsible full-time paid employment required. Four (4) years must have been in a public administration /supervisory capacity. Completed graduate degree in a directly related field may be substituted for one (1) year of the required experience. Demonstrated success as a manager, administrator, leader and team builder required. Possess required competencies upon hiring.

The position possesses full supervisory responsibilities. Reports to the Director of Health.

Required Competencies:

- ***Visioning:*** Developing an image of an ideal working state of an organization.
- ***Perceiving Systems:*** Acknowledging important changes that occur in a system or predicting accurately when they might occur.
- ***Political Savvy:*** Knowledge of the political climate and how decisions will be affected by the organization's culture.
- ***Managing the Future:*** Evaluating future directions and risks based on current and future strengths, weaknesses, opportunities and threats.
- ***Reinforcing Change:*** Encouraging direct reports to come up with innovative solutions. Recognizing and rewarding those who take initiative and act in a creative manner. Facilitating the institutionalization of change initiatives.
- ***Resolving Conflicts/Negotiating:*** Dealing with complaints, resolving conflicts and grievances of others. Encouraging others to come together and reconcile differences.

	<ul style="list-style-type: none"> • Explaining Decisions in a Respectful Manner: Explaining decisions that affect direct reports thoroughly and in a manner that demonstrates dignity and respect for direct reports. • Supporting Ethical Behavior of Direct Reports: Instituting, training, and reinforcing policies to maintain that direct reports treat each other and the organization fairly and with respect and dignity. Disseminating information about laws and regulations to direct reports and make sure that they follow laws and regulations by overseeing, monitoring, and auditing behavior. Disciplinary action should be taken against those who do not comply with laws and regulations. • Distributing Rewards Fairly: Supporting that pay, recognition, and other rewards are distributed in a fair manner, with clear guidelines and enforcement of those guidelines. • Responsibility for Others: Willingness to be responsible for the behavior of direct reports in one's organization and correct their unethical behaviors.
<p>Bureau Director 2</p>	<p>In addition to the previous responsibilities and competencies:</p> <p>Directs a departmental bureau as defined by the Director of Health while concurrently serving in one or more clinical areas which require the services of a licensed physician or dentist. These activities may involve seeing and treating patients and supervision of clinics or clinical personnel, including but not necessarily limited to nurses, nurse practitioners, dental assistants, and dental hygienists.</p> <p>Graduation from an accredited School of Medicine or School of Dentistry with an M.D., D.D.S, or D.M.D Degree with 5 years of experience in either a generalized or specialized public health program.</p> <p>Possession of a license to practice medicine or dentistry in the State of Tennessee or eligible for licensure.</p> <p>Demonstrated success as a manager, administrator, leader and team builder required. Possess required competencies upon hiring.</p> <p>The position possesses full supervisory responsibilities. Reports to the Director of Health.</p>

Minimum Qualifications:

- Bachelor's degree required. Graduate degree preferred. Some positions may require specific advanced degrees.
- Valid class "D" driver's license, use of personal vehicle, and maintenance of valid personal vehicle insurance as required by Tennessee Law.
- Possess required competencies upon hiring.
- Skill in oral and written communication
- Ability to establish and maintain effective working relationships

Working Environment/Physical Demands:

- Work environment generally involves the everyday risks or discomforts that require normal safety precautions typical of such places as offices, meeting and training rooms, etc.
- Works primarily in an office setting. Work is generally sedentary, however, there may be some walking; standing; bending; carrying of light to medium weight items.
- Specific positions may have higher safety and/or physical requirements, in such cases the requirements will be disclosed in the position announcement as vacancies occur.
- Organizing, Planning, and Prioritizing Work

NOTE: This job description is not intended to be all-inclusive. This job description has been designed to indicate the general nature and level of work performed by employees within this classification series. Employee may perform other related duties as needed to meet the ongoing needs of the department.