

**CITY OF NEW ORLEANS
CIVIL SERVICE FORM
EXTRAORDINARY OR SUPERIOR QUALIFICATIONS, EXPERIENCE, CREDENTIALS**

Please complete this form and attach the posted job announcement and verifiable documentation of extraordinary qualifications, experience, and/or credentials. If it is a provisional employee, please submit a prior announcement. Make sure you have vetted the candidate pool to determine how many candidates possessed extraordinary qualifications. Please keep a copy for your records and send a copy of the form to the Civil Service department for the employee's official personnel file. Do not enter this increase in ADP until you have filled out this form.

Appointing Authority Name: Charles Brown
Appointing Authority Department: Library
Appointing Authority Phone Number: 504-596-2600
Appointing Authority E-mail: cbrown@nolalibrary.org

EMPLOYEE INFORMATION

Name of Employee with Extraordinary Qualifications: Ross Matthews
Current Class (if current employee): N/A **Proposed Class:** Class Code 0238
Is this a promotion or a new hire? What is the new job class?
New Hire – Personnel Division Chief (Class Code 0238)

JOB POSTING & APPOINTMENT

Duration of job posting: 3+ months. The position has been posted continuously since 8/10/18
How position was advertised: Civil Service and Brooke Staffing
Date of appointment: TBD **Type of appointment** (provisional, etc.): Probationary

Detailed position description:

- A. Coordinates and supervises all aspects of the departmental personnel and payroll for approximately 240 employees, maintaining appropriate discretion in doing so.
- B. Utilizes HR background to partner with other members of NOPL's senior management team regarding organizational design and effectiveness, change management, employee relations/compliance, workplace safety, recruitment and the development of effective performance metrics.
- C. Strives to position NOPL as a preferred employer by creating and maintaining a reputation for offering a quality work environment, ensuring a continuing flow of highly, qualified and diverse applicants.
- D. Represents NOPL at Unemployment, Civil Service, and EEOC hearings and appeals. Identifies organizational volunteer opportunities and facilitates the recruitment and placement of volunteers from the community to fulfill them.
- E. Contributes to the creation of high customer satisfaction by NOPL users by providing employees with orientation, training, staff development, and resources needed to maximize employee performance, organizational commitment/morale and teamwork.
- F. Leads the resolution of the employee resolution and ethics in the workplace.
- G. Champions employee's career development and training to enhance personal growth and job satisfaction, utilizing various state of the art resources within established budgetary guidelines.
- H. Either possesses or is open to gaining high-level facilitation skills to be utilized by the NOPL's leadership team, staff committees/teams/taskforces, and the Library Board. Remains current on all industry related regulations and state of the art HR practices and resources.

QUALIFICATIONS

1. How many applicants were on the eligible list? How many of them possessed this extraordinary qualification (described below)?

12 were on the list and all applications were reviewed but no other applicants had Mr. Matthews on-going length of service in human resource and supervision including in academic and technology fields which are closely associated with modern library work.

In rank band 1, in which Mr. Matthews scored, there were 5 candidates. 2 declined to interview, 1 was a much older application with very little discernable information provided, and the last, who also interviewed, did not match Mr. Matthew's depth and breadth of experience. 2 additional candidates were interviewed in lower rank bands but also did not have Mr. Matthews's length and breadth of experience.

2. Minimum qualification(s) exceeded and description of credential(s) (experience, education, certifications, etc.) that exceed(s) the minimum qualification(s):

Minimum Qualification (from job announcement)	Employee's Qualification that exceeds the minimum	Details (university, location, relevance, etc.)
Bachelor's Degree	BA in Psychology and applicable Master's Degree in Industrial Counseling with a Human Resources/Career Development concentration	Master's - Northeastern University – Boston, MA – Human Resources and Career Development BA – Louisiana State University
Five (5) years of responsible professional administrative experience in a centralized human resources division.	Thirty (30) years of professional experience in Human Resources	Loyola University, MIT, Endeca Technologies, Oracle Corp, Harvard University, Northeastern University, etc. See resume.
At least one (1) year of this experience must have been in a supervisory capacity.	Twenty (20) years of experience as a manager	See resume.

3. Description of how similar qualifications are not readily available in the labor market at minimum entrance rate:

As a city agency, the Library hires from a smaller pool of applicants from a predetermined register. Of all the applicants, Mr. Matthews had the most depth and breadth of experience that makes for a great match for the library. The Library is requesting \$74,242 (Pay Grade 86) which acknowledges his previous salary history. In the private sector he was making about \$25K more. While not quite in line with private sector salary, it places the salary in a public sector context and in line with other professional managers within the library organization.

4. How are the duties of the position relevant to the advanced qualification?

Mr. Matthews work with tech companies and with academic institutions make him a particularly great candidate. Both of these areas are essential as public libraries are closely associated with knowledge, research, and technology. Our mission to inform and provide resources for our communities and to provide technology to assist our customers in bridging the digital divide means having staff with strong technology skills and having an PDC who can assist in recruiting, training, guiding, and developing library staff in these areas.

The Library is a large City agency with about 240 decentralized over 15 worksites with varying scheduled hours covering from 5am to 8:30pm many days and all locations operating 6-7 days per week. The Library has staff from a variety of classifications covering laborers, IT staff, office/clerical staff, frontline public service staff, managers, supervisors and administrators. The number of staff along with the variety of classifications, schedules, and locations add a layer of complexity to this position. At Loyola, Mr. Matthews's HR office routinely handled the affairs of a

1000 employees that were decentralized over a large campus area and covered many different classifications so his experience makes him uniquely suited to work for the Library.

Mr. Matthews will be expected to use his advanced degree in Human Resources and Career Development and 30 years of work experience to do the following:

- a) Coordinates and supervises all aspects of the departmental personnel and payroll for approximately 240 employees, maintaining appropriate discretion in doing so.
- b) Utilizes HR background to partner with other members of NOPL's senior management team regarding organizational design and effectiveness, change management, employee relations/compliance, workplace safety, recruitment and the development of effective performance metrics.
- c) Strives to position NOPL as a preferred employer by creating and maintaining a reputation for offering a quality work environment, ensuring a continuing flow of highly, qualified and diverse applicants.
- d) Represents NOPL at Unemployment, Civil Service, and EEOC hearings and appeals. Identifies organizational volunteer opportunities and facilitates the recruitment and placement of volunteers from the community to fulfill them.
- e) Contributes to the creation of high customer satisfaction by NOPL users by providing employees with orientation, training, staff development, and resources needed to maximize employee performance, organizational commitment/morale and teamwork.
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5. How will hiring this person at the rate specified below be a financial advantage to the City? Since February 2015, the New Orleans Public Library has had 2 Human Resources directors but spent over 2 years (incrementally) without a staff member actively in the Human Resources role. The vacancies have caused the Library to overburden other senior library staff by absorbing the duties of an absent Human Resources director. Hiring at a higher rate helps ensure fair compensation for experience and knowledge. This experience and knowledge will assist the new incumbent in more quickly assuming and learning the role and responsibilities so that less time is spent on an HR learning curve. This will ultimately cost the Library less since this person can get started with substantial work almost immediately. Additionally, the requested compensation should reduce turnover in the HR position and increase productivity amongst the remaining senior library staff who will be able to focus on other strategic tasks rather than recruiting, hiring, training, and professional development of library staff. Finally, an experienced HR professional will cut costs by better understanding staff development and implementing strategies to assist all staff. Mr. Matthews comes with extensive experience in conducting RFPs and has directed high level investigations resulting in reduced legal liability which also lead to cost savings.

6. List other departmental employees in this classification. Do they also possess the exceeded qualification and is it job related? Please attach copies of this form for people with the same or equivalent extraordinary qualifications. No others in this classification

Rate granted (in steps; % must be in increments of 1.25): ___ \$74, 242 (Pay Grade 86) _____

Appointing Authority Signature: _____ *Charles M. Brown* _____

Ross D. Matthews
BROOKE
super human resources

Summary

Senior human resources professional with experience in recruiting, employee relations, performance management and total rewards management.

Experience

Loyola University New Orleans, New Orleans, LA 2007-2018

Director of Human Resources

Oversee all HR operations including staffing, employee relations, compensation and benefits.

- Managed severance programs that reduced employee base 30% over five years.
- Directed high-level investigations resulting in reduced legal liability.
- Conducted RFPs for benefits consultants and insurance providers.
- Converted university from fully-insured medical plan to a self-funded plan.
- Designed and implemented a leadership training program for supervisors.

Endeca Technologies (Oracle), Cambridge, MA, 2005-2007

Director of Human Resources

Managed people strategy through rapid growth: 100% year over year increase in revenue and total headcount. Focused on recruiting, professional development, & performance management.

- Built recruiting function from one recruiter to a team of six, hiring 180+ employees per year.
- Implemented performance management coaching and process, reducing unnecessary turnover, and improving the handling of necessary ones.
- Coached managers on internal communication strategy to continually nurture strong culture.
- Implemented strategy for learning and professional development including on-the-job learning, corporate knowledge exchange, and leadership development and mentoring.

Akamai Technologies, Cambridge, MA, 1999-2005

Director of Recruiting & Senior Human Resources Business Partner

- Provided HR support for the Global Sales, Marketing, and Corporate Administration groups. Consult on performance management, organizational development and employee relations, including the resolution of complex issues.
- Created and managed Akamai's full-service recruiting function, enabling growth from 100 employees in the start-up phase, to a high of 1500 employees internationally. Managed all vendor relationships.
- Managed employee evaluation and integration of major acquisition.
- Implemented manager training modules, including performance management and interviewing skills.

Massachusetts Institute of Technology, Office of Career Services, Cambridge, MA

Associate Director, 1996-97, Assistant to the Director, 1987-1990

- Provided career counseling to students of all majors and at all degree levels. Focused on career development planning, career education, and tactical decisions such as job offers.
- Managed operations of the on-campus recruiting program, used by 1800+ students and 800+ companies. Acted as liaison to employers, fostering positive relations and advising them on their recruiting efforts, relevant MIT curricula, etc.

HR Consulting & Recruiting Engagements 1994-1998

KPMG, Boston, MA

MFS Investment Management, Boston, MA

Harvard Pilgrim Healthcare, Lexington, MA

Interleaf, Waltham, MA, 1990-1994

Human Resources Representative

- Managed the recruiting process including implementing a 10-campus college recruiting program.
- Counseled employees on career development issues and conflict resolution.
- Directed company's visa acquisition program. Advised international employees on immigration issues.

Oracle Corporation, Boston, MA, 1990

College Recruiter

Managed college recruiting and relations for target universities in the eastern U.S.

Massachusetts Institute of Technology, Office of Career Services, Cambridge, MA, 1987-1990

aforementioned

Harvard University, Office of Career Services, Cambridge, MA, 1985-1987

Staff Member

Managed the on-campus recruiting program. Advised students and company representatives with regard to on-campus interviews. Compiled and published program statistics and evaluations.

Northeastern University, Boston, MA

Graduate Assistant, Office of Career Development, 1984-85.

Advised graduate students in MIS (IT) program. Promoted the program's graduates to area employers.

Facilitated career fair and interviews for program.

Education

Northeastern University, Boston, MA

M.Ed. in Human Resources & Career Development, 1985.

- Curriculum included core counseling program and MBA courses. Interned at Polaroid researching corporate education program effectiveness.

Louisiana State University, Baton Rouge, LA

B.A. in Psychology, 1983.

Affiliations

NOLA SHRM – New Orleans, LA Chapter of the Society for Human Resources Management

AJCUHR – Association of Jesuit Colleges and Universities Human Resources Conference