

January 23, 2019

Mrs. Kimberly Pruim
Director of Constituent Services and Community Partnerships
Howard County, Maryland
Via email to kpruim@howardcountymd.gov

Mrs. Pruim:

Please accept my cover letter and curriculum vitae for consideration for a position on the Workforce Development Board, Commission for Women, or the Personnel Board.

I am a resident of Howard County and have a Doctorate of Education in Human Resources Development from the George Washington University, an MBA from California State Polytechnic University, and a Bachelor of Arts degree from Swarthmore College. My background includes 20 years in human resources management and more than two decades of volunteer work.

Currently, I am Chief, Workforce Planning Branch, for the Environmental Protection Agency (EPA). My responsibilities entail leading the Branch while serving as the senior technical expert on workforce planning, succession management, and human capital analytics. Prior to being employed at the EPA, I was the Manager of Executive Resources for the Federal Communications Commission, and used to be the Assistant Director of Human Capital Planning and Executive Resources at the Court Services and Offender Supervision Agency. My volunteer work includes being President of the Board for Maryland CASA Association (CASA is an acronym for Court Appointed Special Advocate for children in foster care), and the former State Education Chairperson for the National Association for the Advancement of Colored People (NAACP) Maryland State Conference of Branches, Co-Advisor for the Youth Council of the Howard County Branch of the NAACP, and Co-Chair of the Political Awareness and Involvement Committee of the Columbia (MD) Alumnae Chapter of Delta Sigma Theta Sorority, Inc.

My human resources expertise, combined with my many years of volunteer experience, would make me an excellent candidate for a position on the Workforce Development Board, Commission for Women, or the Personnel Board. Please feel free to contact me at _____ or _____ if you have any questions or require additional information.

Sincerely,

Rhonda J. Jones (via electronic signature)

RHONDA J. JONES, ED.D.

EDUCATION **Ed.D. in Human Resource Development** – George Washington University, Washington, DC
MBA– California State Polytechnic University, Pomona, CA
B.A. in Psychology – Swarthmore College, Swarthmore, PA

CERTIFICATION **OPM Delegated Examining Certification (DEU Certification), 2018**
Senior Professional in Human Resources (SPHR), 2006 to 2016
HR Certified Professional (IPMA-HR CP), 2002 to 2016
Professional in Human Resources (PHR), 1999 to 2006

EXPERIENCE **6/18 to Present - Environmental Protection Agency (EPA), Washington, DC**
Branch Chief, Workforce Planning
Lead the agency's Workforce Planning and Human Capital Analytics staff, who are responsible for: the Strategic Human Capital Operating Plan, human capital data reporting and analysis, workforce planning and succession management, reorganizations, human resources-related Freedom of Information Act (FOIA) requests, delegated authorities and directives, and the Federal Employee Viewpoint Survey (EVS).

Key accomplishments:

- Successfully piloted the Agency's first automated skills/competency assessment tool.
- Revised the Human Capital Operating Plan to include appropriate metrics and results/outcomes.

06/15 to Present - Federal Communications Commission (FCC), Washington, DC
Manager, Executive Resources

As a key member of the HR Management Team: oversaw the agency's Executive Resources functions and staff, including the implementation and evaluation of the FCC's Executive performance and development systems and processes; served as the senior technical expert on all matters relating to the Senior Executive Service (SES), including recruitment, performance, relevant policies and procedures, and training and development; and provided advice and guidance to the FCC's Managing Director, Chief Human Capital Officer, and other Executives on various human capital issues.

Key accomplishments:

- Revised the Agency's SES performance management policy so that it is in compliance with Federal SES certification requirements; and implemented the requirements, which resulted in the FCC obtaining OPM certification in January 2017. This was especially significant because the FCC lost certification in 2012 and had been trying to recertify since March 2013.
- Successfully led the re-organization of the Administrative Office within the Office of the Managing Director, which resulted in more efficient fulfillment of human resources duties.
- Co-designed a new automated notification system for new hires and employee exits, and served as the co-Project Lead during implementation in 2016.
- Spearheaded an increase in agency-wide participation in the 2017 Federal Employee Viewpoint Survey (FEVS) by more than 8%.

EXPERIENCE

01/13 to 06/15 - Court Services & Offender Supervision Agency (CSOSA), Washington, DC **Assistant Director, Human Capital Planning and Executive Resources**

Provided leadership, advice and guidance to executive-level management officials on human capital issues; led the development, implementation, and evaluation of the Agency's strategic human capital plan and key processes; served as the Agency's workforce and succession planning expert; and served as the senior technical expert on all matters relating to the Senior Executive Service (SES).

Key accomplishments:

- Developed and implemented the Agency's first ever leadership competency assessment tool and companion self-assessment as part of the new workforce and succession planning process. The new online tool impacted approximately 850 employees.
- In collaboration with the Agency's Office of Research and Evaluation and Executive Staff, created evaluation standards and metrics that link the Agency's key human capital objectives and processes to the Agency's new Strategic Plan.
- Worked with the other members of the HR Management Team to develop outcome variables and program evaluation plans to gauge the effectiveness of our top human capital priorities.

05/11 TO 01/13 - National Archives & Records Administration (NARA), College Park, MD **Workforce Strategy Specialist**

Developed and maintained an Agency-wide workforce plan; led or participated as a key staff member on a variety of strategic human capital management initiatives; administered and evaluated employee surveys, including the annual FEVS; and provided advice to managers on all aspects of Federal HR management and related HR laws and regulations.

Key accomplishments:

- Worked directly with the Chief Financial Officer to integrate workforce planning into the Agency's strategic planning and budgeting processes.
- Created and implemented the Agency's first formal skills assessment process.
- Finalized and deployed the Agency's workforce planning guide and workbook for managers.
- Designed and conducted monthly management "Lunch and Learn" sessions to facilitate the exchange of human capital best practices and ideas among Agency staff.
- Served as a member of the Agency's strategic planning workgroup.

07/06 to 05/11 - University of Maryland University College (UMUC), Adelphi, MD

07/10 to 05/11: Professor & Program Director, Human Resource Management

Hired, supervised, and evaluated 15 adjunct faculty members; assisted in the strategic direction, development, implementation, and promotion of the Human Resource Management (HRM) program, which enrolled more than 800 students; developed and implemented courses and class modules; conducted competitive analyses; monitored trends in the HRM field; coordinated initiatives with other UMUC departments; represented the HRM program to external organizations; and instructed face-to-face, hybrid and online human resources and management courses via various learning tools.

EXPERIENCE

07/06 to 05/11 - University of Maryland University College (UMUC), Adelphi, MD

5/08 to 5/11: Chairperson, Graduate School Student Success Initiative Taskforce

In addition to above Program Director duties, led a seven-member, inter-departmental taskforce formed by the School's Dean that was tasked with the responsibility of recommending, developing, and implementing strategies to address the academic needs of the school's diverse, adult student population; conducted a broad-range needs assessment, which incorporated student and faculty input and outcomes assessment data, to determine which specific competencies should be addressed; designed both an online, automated English assessment to help determine which students have the English and writing skills needed to succeed and which do not, and a new developmental course to help students hone their basic English and writing skills; oversaw the pilot of both initiatives during the summer of 2010 and managed their full implementation in fall of 2010; worked with the University's marketing team to design and maintain web pages that explain the new online assessment to both faculty and students; conducted and supervised the evaluation of the two new initiatives; monitored the projects' \$265,000 budget; and communicated the initiatives' status and major milestones to members of the University's senior executive staff via written reports and face-to-face presentations.

7/06 to 7/10: Associate Professor & Program Director, Human Resource Management

Responsibilities as outlined above

08/05 to 07/06 - Trinity Washington University, Washington, DC

Assistant Professor of Management

Instructed in-person and online undergraduate and graduate Human Resource and Business courses including Organizational Strategy, Human Resource Management, Performance Management, Quantitative Methods for Business, and Introduction to Research. Duties included using BlackBoard technology (for online courses), developing lessons and examinations, grading assignments, providing feedback, and advising students.

02/04 to 06/05 - The George Washington University, Washington, DC

Visiting Instructor & Academic Advisor

Taught in-person and online graduate courses in Human Resource Development (HRD) in the U.S., Hong Kong, and Singapore. Courses included: Technology and HRD, Organizational Learning, Organizational Diagnosis, Issues in HRD, Work Groups and Teams, and Leadership in Organizations. Utilized BlackBoard technology, developed lesson plans, delivered course material, graded assignments, provided constructive feedback to help students learn and apply new information, and advised graduate students.

07/01 to 08/03 - State Retirement Agency of Maryland, Baltimore, MD

10/02 to 08/03: Director of Human Resources

Supervised three Human Resource Officer positions; developed and monitored the annual budget for the HR Department; oversaw the benefits and workplace safety programs for the agency, including the development and implementation of a comprehensive Emergency Response Plan; and performed all of the responsibilities listed under the Deputy Director function.

7/01 to 10/02: Deputy Director of Human Resources

Supervised two Human Resource Officers; served as the training manager for the Agency (assessed, developed, presented and evaluated human resource and career development sessions, including EEO compliance, FMLA, sexual harassment, and performance management) and/or selected outside vendors to perform those functions; responsible for completing complex classification and compensation studies for mid-and upper-level management positions; handled all employee relations issues (provided advice, heard grievances, wrote decisions, and ensured proper procedures were followed); oversaw all recruitment efforts; and conducted special projects at the request of the Executive Director.

EXPERIENCE

02/01 to 06/01 - State of MD Department of Health and Mental Hygiene, Baltimore, MD

Personnel Officer III

Conducted employee relations hearings and grievance appeals; wrote, negotiated, and mediated grievance decisions; and counseled supervisors and managers on proper actions needed to adhere to federal and state human resource laws, regulations, and rules.

10/00 to 02/01 - KPMG Consulting, Inc., McLean, VA

Human Resources Business Consultant

Advised and supported Managing Directors, managers, and employees on a broad range of human resources issues including performance management, training, workforce planning, and staff retention; ensured segments were fully compliant with all aspects of federal and state employment laws; and assisted the HR Director with the implementation of and training for human resources initiatives such as the bi-annual salary review process.

10/98 to 09/00 - County of San Bernardino, San Bernardino, CA

06/00 to 9/00: Human Resources Officer

Collaborated with management and labor representatives to resolve employee relations and promote staff retention; investigated and mediated allegations of Equal Employment Opportunity (EEO) violations; developed the Department's EEO Plan and recommended plans to increase workplace diversity; and supervised clerical support staff.

10/98 to 06/00: Human Resources Analyst

Investigated and mediated allegations of EEO violations; developed and recommended training sessions and other plans to increase workplace diversity; organized and conducted employee recruitment programs; and designed, analyzed and evaluated employee recruitment and selection procedures.

HR
CONSULTING
EXPERIENCE

07/07 to 08/11 - MD State Highway Administration, Baltimore, MD

Part-Time Workforce Planning Consultant

Aided senior managers and District Financial Officers in aligning workforce planning processes with the agency's mission, vision, goals, and long-term strategic focus; conducted industry trend analyses, focus groups, and brainstorming sessions to identify trends and future issues that will likely impact the human capital needs of the organization; helped develop the administration's workforce planning roadmap; and assisted in formulating competency specifications and online training modules for positions that are vital to the agency's core capabilities.

TEACHING
EXPERIENCE

12/17 to Present: Georgetown University, School of Continuing Studies

Adjunct Professor and Course Developer: Instruct online graduate course in Strategic Human Resources and contracted to develop an online graduate course in HR Analytics.

07/06 to Present: University of Maryland University College (UMUC)

Adjunct Professor: Instruct graduate and undergraduate Management and Human Resources courses using various online learning management systems and face-to-face interaction. Subjects include: Leadership & Intercultural Communication, Managing Global & Virtual Teams, Foundations of Human Resource Development, Research Methods, and Organizational Behavior.

09/12 to 12/14: University of North Carolina Pembroke (UNCP)

Adjunct Faculty Member: Instructed online undergraduate Human Resource Management courses using Blackboard technology.

RESEARCH
EXPERIENCE

10/09 to 5/11 – Mixed-Methods study - University of Maryland University College

Co-directed a study to investigate relationships among graduate students' competency in English and writing, long-term retention, and degree attainment. Both quantitative and qualitative data were collected and analyzed to both fulfill the requirements of a \$265k grant from the U.S. Department of Education and to help determine future student success initiatives in the Graduate School of Management and Technology.

02/08 to 6/08 – Mixed-Methods study -University of Maryland University College

Examined faculty and alumni perceptions of the value of a graduate research methods course to determine how, if at all, course material impacted students' careers, personal lives, and critical thinking skills. Findings were presented in June 2008 at the 4th Annual U.S.-China Forum on Distance Learning and in February 2009 at the Annual Meeting of the American Association of Behavioral and Social Sciences.

09/07 to 11/07 – Quantitative study -University of Maryland University College

Researched linkages between faculty evaluations, mode of course delivery (face-to-face, online, and hybrid), and faculty demographics (gender, ethnicity, and length of experience). Data was collected and analyzed, and findings have been conveyed to both senior management and faculty within the University.

07/03 to 2/05: Doctoral Dissertation. The George Washington University

Investigated the relationship between ethnicity, co-worker support, and organizational commitment among correctional officers. Survey research and quantitative methods were used to analyze data. Findings were published in 2007 in the *Corrections Compendium*.

08/98 to 12/98: Master's Thesis. California State Polytechnic University

Explored differences between African Americans and other individuals in regard to internet usage and online activities, developed and administered an online survey, and utilized quantitative methods to analyze the data.

PRESENTATIONS
& SCHOLARLY
WORK

09/16 – Presenter at the 2016 Annual Conference of the Maryland Nonprofits Association. Session titled, "Jump Start Your Nonprofit: Build a Strategic Human Capital Plan!"

12/14 –Co-Presenter at the 2014 Human Capital Management for Government conference in Arlington, VA. Session titled "*Using Evidence-Based Practices to Close Executive and MCO Skills Gaps.*"

02/11 – Presenter at the 14th Annual Conference of the American Association of Behavioral and Social Sciences, Las Vegas, NV. Presentation titled "*Organizational Learning and Career Development: Two sides of the same theory.*"

PRESENTATIONS
& SCHOLARLY
WORK

11/10 – Presenter at the 6th Annual National Symposium on Student Retention, Mobile, AL. Presentation titled “*Using an Integrated Web-Based Approach to Increase Retention and Degree Completion among Hispanic American Students.*”

05/10 – The *importance of establishing and maintaining social support relationships in the workplace*. Conducted for training and development practitioners at Booz Allen, Tyson’s Corner, VA.

2010 – Author of a book chapter titled: “*Talent management of knowledge employees: Embracing the non-traditional workforce*” published in *Talent management in the new economy: Applying existing theory to non-traditional knowledge workers*. V. Vaiman (Ed.), New York, NY: Palgrave Macmillan.

02/09 – Co-Author of a presentation given at the 12th Annual Meeting of the American Association of Behavioral and Social Sciences, Las Vegas, NV. Presentation titled “*Aligning the perceived value of graduate research methods courses.*”

06/08 – Co-Presenter at the 4th Annual U.S.-China Forum on Distance Learning, Adelphi, MD. Presentation titled “*Teaching research methods to adult learners: Faculty and alumni perceptions of value.*”

2008 – Author of a book chapter titled “*Social capital: Bridging the link between talent management and knowledge management*” published in *Smart talent management: Building knowledge capital for competitive advantage*. V. Vaiman and C. Vance (Eds.), Cheltenham Gloucester, UK: Edward Elgar Publishing, Ltd.

2007 – Author of an article titled “*Ties that bind: Support, commitment, and ethnicity among Correctional Officers*” published in *Corrections Compendium*, 32(3), 1-6 and 36-38.

VOLUNTEER
ACTIVITIES

06/16 to Present: Member, Board of Directors of Maryland CASA (Court Appointed Special Advocates) for children in Foster Care. Recently elected Board President (7/17 to Present).

05/11 to 5/18: Education Co-Advisor and Former Director of the *Reading it Forward* Literary Program (2011 & 2012). Youth Council of the National Association for the Advancement of Colored People (NAACP), Howard County Maryland.

09/11 to 07/17: Intermittent Co-Chairperson, Political Awareness & Involvement Committee, Delta Sigma Theta Sorority, Inc., Columbia (MD) Alumnae Chapter.

06/13 to 4/14: Member, Howard County Compensation Review Commission.

01/09 to 08/13: Education Committee Chairperson, NAACP, Maryland State Conference.

REFERENCES

Available Upon Request