

REPORT NO. 11-31
DATE: 11/18/2011
ANALYST: Mike Hebner

CLASSIFICATION REPORT

PROPOSED TITLE: Manager, Administration and Personnel (Public Works)

CURRENT TITLE: New

INCUMBENT: Vacant

REASON FOR REQUEST: To verify the proper classification of newly proposed appointed position

DATE QUESTIONNAIRE SUBMITTED: 10/31/2011

DATE OF PREVIOUS STUDY: N/A

DISPOSITION OF PREVIOUS STUDY: N/A

PERSONS INTERVIEWED: Brenda Shepherd, HR Generalist
Susan Hartman, Director Management Support

RECOMMENDATION: Establish the position as Manager, Administration and Personnel (Public Works), 513 Points (Appointed)

The Public Works Department has requested a review of proposed new duties for an Administration Manager. The position will work in many of the same areas as the prior Director Administration and Personnel which was recently vacated, but at a less strategic level with less authority. Some of the responsibilities and the authority to act formerly present in the Director Administration and Personnel will be moved to another position being established to be the Director of Administration, which will supervise the position being established here.

The duties of the proposed position are listed below:

- Assist in developing and implementing business plans that incorporate into day to day work activities as well as strategic long term plans and vision
- Participate and incorporate the results of the employee survey into the Business Plan and develop strategies to address findings and indicators on a department wide basis.
- Develop department initiatives that address specific areas of concerns; and initiate a departmental response to Enterprise wide initiatives as appropriate.

- Write/update department employee policies and procedures.
- Provide guidance, advice, and support to directors, managers, and supervisors on personnel issues, including position management, recruitment strategies, performance review process, training and development, and workforce planning.
- Act as Departmental Communications lead, informing all stakeholders Departmental initiatives to ensure communication to stakeholders.
- Create, develop, and implement employee recognition programs to promote employee engagement and value.
- Act as a Departmental representative for labor relations and employee relations matters.
- Oversee and coordinate all employee safety matters.
- Develop a strategic plan to market the importance of safety/security.
- Develop plans that will incorporate safety programs into the Enterprise wide health and wellness Plans.
- Ensure adherence to all state and federal safety requirements and develop system to address all violations.
- Participate in the development and conduct regular training sessions to all appropriate employees through schedules for safety and administrative day programs.
- Ensure that all policies and procedures are in compliance with enterprise procedures and standards and update as changes occur.

POSITION ANALYSIS

PREREQUISITE KNOWLEDGE

The position requires a Bachelor's Degree in in Public administration or a closely related field and five years of related experience in a large organization which includes supervisory or management experience. Equivalent combinations of training and experience will be considered. A rating **60 points** is appropriate for this level education and experience.

Other competencies needed in the position include -

- Knowledge of how businesses work and how current and possible future policies, practices, and trends, and technology are impacting the industry and the organization (Business Acumen)
- Proven supervisory skills and the ability to clearly assign responsibility for tasks, and decisions, and set clear objectives and measures; and to design feedback loops into work. (Managing and Measuring Work)
- Ability to accurately scope out the length and difficulty of tasks, develop schedules and task/people assignments, anticipate and adjust for problems (Planning)
- Excellent communication skills, including public speaking and presentation skills, and effectiveness in various settings in both written and oral communication, and with various sized groups, and can command attention and manage communication process, able to adapt when something isn't working. (Presentation Skills and Written Communication)
- Ability to translate policies, ordinances, etc. into PW context and implement as appropriate, an understanding of the origin and reasoning behind key policies, practices, and procedures, and an understanding the culture of the organization.(Organizational Agility)
- Knowledge of business administration, public administration and public relations, functional and technical skills to do the job at high level (functional technical skills)
- Knowledge of climate assessment processes and investigative processes, and sensitivity to how people and organizations function, and ability plan his or her approach to avoid problems (Political Savvy)

- Ability to translate policies, ordinances, etc. into PW context and implement as appropriate, understands the origin and reasoning behind key policies, practices, and procedures, and understands the culture of the organization.(Organizational Agility)

The person hired will need knowledge of State and Federal Employment laws and status, OSHA regulations, DOT and other safety related organizations, and employment, diversity, recruitment, and retention practices.

DECISIONS AND ACTIONS

The position will independently make decisions about how department-wide initiatives assigned are managed, how safety concerns are addressed and departmental information is communicated internally and externally. It will make independent decisions about department and employee related issues, concerns and process with expected implementation after scope has been defined with input by management. There will higher level review for Implementation of processes, policies and when addressing address employee-management relation issues.

Direct supervisory review is needed for implementation of major projects or initiatives and when discharge of employee is recommended and for any major decisions about workforce development.

Department wide responsibilities include oversight of the Safety Program for Public Works and oversight of the Training & Development Program as well as the Tuition Reimbursement Program. The position will coordinate workforce planning for the Public Works Department.

The position will normally respond to Step II grievances for the Public Works Department. It will interact closely with Human Resources Generalist and Labor Relations team, City Attorneys. The position will Oversee the Training & Development Program as well as the Tuition Reimbursement Program and coordinate workforce planning

A rating **60 points** is appropriate for the level of decisions and action present in the proposed position. At this level work is varied and complex, usually involving multiple phases of a major function. Matters dealt with are broad in scope with complex and unusual problems being encountered frequently. Work is done under supervision in accordance with broadly stated policies or principles, sometimes of advanced nature and with latitude for the exercise of independent judgment. Decisions and actions are subject to prior approval in high cost, complex or unusual cases. Jobs at this level manage and supervise a specialized function, and serve in a more critical staff and advanced analytical capacity. Decisions tend to have greater affect on the organization.

SUPERVISORY RESPONSIBILITY

The position will supervise the Safety Manager, two Public works Safety Specialists, two Program Assistants, and two Office Support Specialist. A rating of 10 points is proper for this level of supervision according to the factor rating guide and will be assigned.

RELATIONSHIP RESPONSIBILITY

The position will have daily contact with its supervisor the Director, of Administration for Public Works, and frequent contact with the Department Director and Deputy Director to provide and receive information to accomplish all aspects of specific job duties as noted above. It will work frequently with Public Works Division Directors, the Interagency Coordinator and the Management Analysts to provide and receive information to accomplish all aspects of specific job duties.

Outside of the Public Works Department the position will work with Human Resources Leadership, HR Generalists, Employee Services (Labor Relations) Director, Diversity Director, Training team, Assistant City Attorneys, , City Coordinator representatives, and other City staff as needed to provide and receive information needed to accomplish the administrative work required.

Outside the City the position might be in contact with the University of Minnesota, Dunwoody, Hennepin County technical College, Minneapolis Community Technical College and other educational partners. to create a pool of student interns. Or with contractors and other comparison organization in in developing in-house training initiatives, or for use as a resource for employee external training, and to get information about best practices

A rating of **55 points** is appropriate for the level relationships that will be present in this position. Jobs at this level are high-level line or staff management and administrative jobs where stronger communication skills are required. At this level more finesse and communication skills are needed. There is more facilitation of meetings and groups, more negotiating being done, and more presentations are being made. These act on behalf of the City to advocate for interests / objectives. They have more interactions with high level decisions makers, and other important internal contacts regarding issues/concerns. Externally, they are representing the City with higher level staff from other organizations, enforcement agencies, and will take the lead in dealing with controversial issues in the area where they are assigned.

WORKING CONDITIONS

The position will have normal office working conditions with no exposure to unusual conditions. It may occasionally have to perform standup training which would entail standing for prolonged periods. A rating of **20 points** will assigned for the position

EFFORT

Critical thinking, analytical skills are necessary, and the position will entail attention to detail, legal liabilities, safety threats and concerns for employees and others. There will interaction with employees, public, appointed and elected officials, including occasional contact with and confrontations with angry/difficult people over sensitive issues. The work includes labor/employee relations issues, and interaction with union representatives, grievances and employee related issues.

The job will include daily and continuous deadlines for reports, studies, recommendations, policy and procedure updates. It will include substantial telephone and e-mail demands; substantial demand for time from others (i.e., meetings, CBA Negotiations, consultation with peer group and division directors group on employee related matters and interactions with employees.

A rating of **50 points** will be assigned based on duties and responsibilities assigned. At this level jobs require considerable mental effort in coordinating programs and projects, managing communications for bigger departments, or providing technical services to a major department. Jobs at this level perform high level staff support and analyst work with deadline pressures to complete projects within funding, schedule and scope requirements; there is need to pay close attention to detail. There is mental effort in developing plans, creating training, planning and implementing communications plans and activities. Work includes dealing with complaints and other issues that arise in assigned areas. These jobs require mental effort and close attention to detail when reviewing financial and other information. In these positions there is mental effort in preparing, implementing and overseeing projects, and pressure in dealing with requirements and detail, in meeting expected goals and dealing with multiple deadlines and competing priorities. Supervisory jobs typically are supervising staff and share in the work; they are under pressure in the area of accountability, which involves City resources and can have impact on City development, and/or image. There is mental effort in analyzing situations and problems and making decisions

CONCLUSION:

CITY ORDINANCE 20.1010 CRITERIA FOR APPOINTED POSITIONS

According to the Director Public Works, (the) Manager, Administration & Personnel, (Public Works) meet the criteria for appointed positions -

- 1. The person occupying the position must report to the Head of the designated City Department or the designated City Department Head's Deputy.**

This position will report to the Director of Administration for Public Works, which reports to the Public Works Director.

- 2. The person occupying the position must be a part of the designated Department Head's Management Team.**

This position will be a part of the management team.

- 3. The duties of the position must involve significant discretion and substantial involvement in the development, interpretation or implementation of City or department policy.**

This position will have significant discretion and substantial involvement in all of the above.

- 4. The duties of the position must not primarily require technical expertise where continuity in the position would be significant.**

This position does not primarily require technical expertise.

- 5. There is a need for the person occupying the position to be accountable to, loyal to, and compatible with the Mayor, City Council and the Department Head.**

This position will need to be accountable, loyal to and compatible with the above.

CLASSIFICATION FACTOR WORKSHEET								
Benchmark Classifications	Factors						Total Points	Grade Level
	1	2	3	4	5	6		
Director Business Administration (Convention Center) (Appointed)	70	65	5	55	20	60	563	12
Business Services Manager (Appointed)	55	50	25	45	20	50	468	10
Manager Administrative Services	55	50	5	50	20	55	460	10
PROPOSED CLASSIFICATION								
Manager Administration and Personnel (Public Works) (Appointed)	60	60	10	55	20	50	513	11

1. Prerequisite Knowledge
2. Decisions and Actions
3. Supervisory Responsibility
4. Relationship Responsibility
5. Working Conditions
6. Effort

