

**REPORT NO: 13- 66**  
**DATE: 8/13/2013**  
**ANALYST: Michael Hebner**

### **CLASSIFICATION REPORT**

**PROPOSED TITLE:** HR Principal Consultant (Workforce Planning)

**CURRENT TITLE:** New

**INCUMBENT:** Vacant

**REASON FOR REQUEST:** Request to review a proposed appointed position to determine appropriate level

**DATE QUESTIONNAIRE SUBMITTED:** 8/9/2013

**DATE OF PREVIOUS STUDY:** N/A

**DISPOSITION OF PREVIOUS STUDY:** N/A

**PERSONS INTERVIEWED:** Patience Ferguson, Director, Human Resources

**RECOMMENDATION:** Establish the position as HR Principal Consultant (Workforce Planning) (Appointed, 523 Points, Grade 11)

The proposed position is being established to manage the workforce planning function being set up in the human resources department (approved in 2013 budget). The new workforce planning function will offer enhanced services in the areas of workforce analysis, succession planning, and talent need identification and strategy, and affirmative action reporting.

Specific proposed duties for the proposed position are as follows:

- Manage the workforce planning function by planning, organizing, implementing, and evaluating the work product, and supervising employees to achieve the planning goals of the Human Resources Department. Adjust and change the workforce planning function's operation as needed.
- Develop effective working relationships with Department Heads, and other City leaders such that they willingly engage in workforce planning efforts.
- Analyze information about the City's workforce, or a specific customer department, and undertake initial analysis to create a workforce profile and to support the workforce planning process/model
- Determine which departments need workforce planning services based on departmental and organizational needs and prioritize the delivery of those services based on existing resources/

- Lead cross department collaboration and provide the overall process management and coordination, identifying appropriate goals and tactics required to successfully implement workforce solutions across the enterprise.
- Advise Department Heads, managers, HR Generalists and other staff on workforce planning process, methodology and the creation and development of department workforce action plans.
- Operate with the HR talent management framework, overseeing both data and processes, to assure that workforce needs are met.
- Participate as a member of the HR Department management team.
- Develop and recommend strategies and actions that will reduce or eliminate “capacity and capability” gaps that have been identified in customer department’s workforces including key talent segments.
- Decide when to bring in or communicate issues/needs that are outside the realm of workforce planning but are critical to the department and organization’s future (technology plan, finance plan, etc.)
- Develop RFPs to identify and select outside vendor(s) to provide specific services or to retain outside expertise that will enhance the Workforce Planning function and service delivery system and manage contracts with vendors who may be retained to support the development and delivery of workforce planning.

## **POSITION ANALYSIS**

### **PREREQUISITE KNOWLEDGE**

The job will require a Bachelor’s Degree in Business Administration, Human Resources Management, Industrial Relations, Organizational Development, or equivalent. It will require five years of professional human resources experience with exposure to a broad range of human resources disciplines, which includes at least two years of experience leading or managing the delivery of workforce planning and/or organizational development related services.

A rating of **60 points** is consistent with the level education and experience required.

### **DECISIONS AND ACTIONS**

The position will manage the workforce planning function which will entail services in the following areas:

**Succession Planning** – This function will assist City Departments in identifying and providing development opportunities to current employees who have the potential to fill leadership positions in the City. Purposeful succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.

Key components of a succession planning program include:

1. Executive coaching (internal or external)
2. Stretch assignments/special projects
3. Formal programs offered by local colleges or universities.

4. Mentoring
5. Job shadowing
6. Job rotation in multiple departments

**Talent Need Identification and Segmentation** –The City must have a function that partners with departments to recruit, select, and hire high caliber candidates so the City continues to have a highly qualified and culturally diverse workforce. Moreover, this function will focus on sourcing candidates who possess hard to develop competencies in an effort to reduce the number of hard to fill positions. Integrating and aligning this function with the talent management strategy and expanding the use of the Lominger Competency model in more recruitment (and selection) efforts will also be integral to this function.

**Workforce Analysis and Affirmative Action Reporting** –Workforce analysis and affirmative action reporting services will provide important workforce metrics and analytics to assist the workforce planning staff and customer departments in identifying where there are current and future opportunities to increase the representation, utilization, and retention of women, employees of color, and people with disabilities in the workforce. workforce analysis and affirmative action reporting will also assist in analyzing workforce related data to enhance HR information reporting by providing key metrics and analytics in the following areas:

1. Benefits & Wellness (i.e. absenteeism, wellness measures, etc.)
2. Hiring & Retention (i.e. quality of hire, employee turnover (desirable and undesirable), Areas of vulnerability, etc.)
3. Performance Management (i.e. performance levels and trends, completion Rates, etc.)
4. Talent Development (i.e. leadership depth, percent of key employees eligible to retire, competency gaps, etc.)

Some of the efforts offered by the workforce analysis and affirmative action reporting will include:

1. Assist City Departments in the development of strategies to create a:
2. More diverse workforce representative of the City.
3. Access to federal grants

Decisions of the position will include determining which City Department's need workforce planning services based on departmental and organizational needs and prioritizing the delivery of those services based on existing resources

The job will be engaged in advising Department Heads, managers, Human Resources Generalists and other staff on workforce planning process, methodology and the creation and development of workforce action plans. It will develop and recommend strategies and actions that will reduce or eliminate "capacity and capability" gaps that have been identified in customer department's workforces. The position will have the authority to determine the final workforce action plan for each department. It will be responsible for determine when to adapt or modify the workforce planning process/ model based on customer department needs and best practice research, It will need to be aware of and make decisions of when workforce planning issues found in departments warrant bringing in help from either internal sources such as the Information Technology

Department or Finance Department, or bringing in outside contractors. When outside contractors are hired the position will ensure proper contract management.

Much of the work will be done independently. Such things as developing RFPs to identify and select outside vendors to provide specific services or to retain outside expertise that will enhance the workforce planning function and service delivery system; significant use of resources or money related to the delivery of workforce planning services; and development of staff are subject to closer supervision. The position will consult with the supervisor on enterprise workforce trends and key workforce issues, and on making recommendations on how to respond to trends and issues including modifications in HR service delivery/resource allocation. Any staff changes within the workforce planning function are subject to review, including hiring, promotion and removal decisions.

A rating of **55 points** will be assigned. Jobs at this level manage more significant units entailing greater impact on resources, or serve in a supervisory level staff or analytical capacity. The majority of these jobs are appointed. Many of these jobs are in leadership of very important work areas where they are assigned. These jobs require exercise of independent action. Decisions tend to have great effect on the organization; errors can have a major influence on the City operations, revenues, or expense. Work is of considerable variety and complexity, usually involving all phases of a major function. Matters dealt with are broad in scope with complex and unusual problems being encountered with considerable frequency., Performance has considerable influence on finances or delivery of services; the position is expected to make decisions and take action on complex and unusual problems that arise and to develop solutions to these problems using advanced principles and techniques and considerable original thinking. Work is done under general supervision in accordance with broadly stated policies or principles. Most work is of an advanced nature and calls for the exercise of independent judgment. Decisions and actions are subject to prior approval only in unusual cases or where considerable expense is involved.

### **SUPERVISORY RESPONSIBILITY**

The position will supervise two HR Senior Consultants, one HR Consultant, one HR Associate Consultant, and one HR Associate (five FTE). A rating of **10 points** is appropriate at this level of supervisory responsibility and will be applied.

### **RELATIONSHIPS RESPONSIBILITY**

The position will have weekly contact with the H R Director to provide information, and discuss work to integrate workforce planning into the human resources service delivery system, and discuss other topics such as succession planning initiatives, etc. The job will have as needed contact with the HR managers to exchange information and to discuss HR services that are in other department's workforce plans. The position will have frequent contact with other areas of HR to exchange information about workforce planning activities and to make sure HR services are delivered as laid out in workforce plans.

Contact with City staff outside of the Human Resources Department will include City Department Heads regarding initiation and coordination of workforce planning related services to the department. Contacts will also include direct reports of Department Heads to coordinate

and deliver workforce planning related services to a department, a division or a large business unit.

The position will be in contact with the City Coordinator's Office to provide information, and to coordinate work activities with other enterprise efforts (e.g. Business Planning and Results Minneapolis). It will work with the Finance Department to provide and request information, coordinate work activities with other enterprise efforts (e.g. Budget process) It will have contact with the Information Technology Department regarding requests for information and services, and to coordinate work activities with other enterprise efforts (e.g. Business Planning, Technology upgrades, etc.) The position will be in contact with Elected Officials and/or their staff to provide information, answer questions, attend meetings, and to provide information about the Workforce Planning function's activities. It will interact with the City Coordinator to provide information about the workforce planning function, answer questions, and attend meetings. As discussed above the position will work with Department Heads regarding workforce planning information, and to facilitate discussion, receive and give feedback, and to assist with understanding and development of the organization-wide approach to workforce planning.

The job will have contacts with vendors and contractors to provide and receive information, facilitate discussion, receive and give feedback, and get updates about activities relating to workforce planning activities such as succession planning initiatives, employee development, etc.

A rating of **65 points** will be assigned. At this level Jobs are responsible for creating and maintaining effective relationships that are essential to the success of the job function and that require the use of tact and diplomacy in dealing with departments, agencies and other constituents on important matters. These are high level professional and managerial level jobs which are called on to deal with sensitive and important matters on a frequent basis. This level requires highly developed communications skills and very strong interpersonal skills. At this level it is very frequently necessary to exercise relationships skills in matters that have large financial impact, or where the main object will be to achieve successful outcomes for the department's operations, or where communications are closely scrutinized, are highly visible and have considerable importance. At this level the position is often representing on behalf of the City or department on matters relating to a function or department operations.

## **WORKING CONDITIONS**

The position will have normal office working conditions with exposure to computer equipment and office equipment. A rating **20 points** will be assigned.

## **EFFORT**

The job will be responsible for developing a new function that will be highly visible and play a critical and strategic role within the City. The job will be responsible for managing and delivering a variety of products and services related to Workforce Planning. The position will require mental effort in managing significant activity and it will need to manage the delivery of services that are highly technical, analytical, and complex. The job will entail leading significant projects and initiatives in the City. It will be responsible for planning and organizing work

functions and there will be need to deal with problems that arise with the employees that report to it. The position will be required to meet deadlines established by the Human Resources Director and by agreed to deadlines with customer departments. There are deadline pressures based on workforce planning cycles, City Council cycles, and a need to provide attention to detail in contracting, negotiating, reviewing workforce information, creating reports, etc.

Physical activity in the job includes use of the computer and other office equipment and other office based activity.

A rating of **60 points** will be assigned. On the mental effort side, jobs at this level supervise technical, analytical, and related professional activities. These jobs like the jobs they are supervising and managing are dealing with significant challenges. These jobs are leadership positions for significant projects and initiatives in the City. They are responsible for planning and organizing work functions and are under pressure to deal with problems that arise in units under them. There are deadline pressures based on business cycles, and a need to deal with detail in contracting, negotiating, reviewing financial information, creating reports, managing risk, etc. These positions have physical effort equivalent to other office based positions.

**According to the Director, Human Resources the proposed position meets the criteria for appointed positions under the Minneapolis Code of Ordinance, Section 20.1010 as follows:**

**Questions:**

1. **Will the person occupying the position must report to head of the designated City Department or the Designated City Department Head's Deputy? Yes, the position will report to the Director of Human Resources – who is the head of the designated City department.**
2. **Will the person occupying the position must be part of the designated Department Head's management team? Yes the person occupying the position will be a part of the management team.**
3. **Will the duties of the position must involve significant discretion and substantial involvement in the development, interpretation, or implementation of City or department policy? Yes, the manager of workforce planning will be responsible to provide significant leadership in the development of policies, practices and processes to support the workforce planning for the enterprise.**
4. **The duties of the position must not primarily require technical expertise where continuity in the position would be significant. Leadership, communication, process improvement, relationship building skills and are critical factors in this position—given its role with senior leaders, supervisors and**

**Human Resource Department staff.**

5. There is need for the person occupying the position to accountable to, loyal to, and compatible with the Mayor, City Council, and the Department Head.  
**The person occupying this position is expected to align with the expectations of the that were established in the creation of the position; once the person is hired, the Director of Human Resources will orient and onboard the person to reinforce standards.**

**RECOMMENDATION:**

Establish the position as HR Principal Consultant (Workforce Planning) (Appointed, 523 Points, Grade 11)

<b>CLASSIFICATION FACTOR WORKSHEET</b>								
<b>Benchmark Classifications</b>	<b>Factors</b>						<b>Total Points</b>	<b>Grade Level</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>		
HR Senior Consultant	55	50	5	55	20	50	463	10
HR Principal Consultant	60	55	10	65	20	60	523	11
<b>PROPOSED CLASSIFICATION</b>								
HR Principal Consultant (Workforce Planning)	60	55	10	65	20	60	523	11

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

**Executive Exemption**

The job qualifies for the executive exemption in that it will be paid more than the minimum \$455/00 per week required. The position will manage the Workforce Planning function in the Human Resources Department and it will supervise four fulltime time staff These are office

based non-manual work duties which are directly related to the business operations of the City. The job will make workforce planning decisions that require the exercise of discretion and independent judgment regarding matters of importance.



## **HR PRINCIPAL CONSULTANT (WORKFORCE PLANNING) CODE: C**

**SUPERVISED BY: Director, Human Resources, and the Director, Strategic Employment**

**SUPERVISES: HR Senior Consultant, HR Consultant, HR Associate Consultant, and HR Associate**

### **NATURE OF WORK**

**Responsible for strategically leading the City of Minneapolis to a position of talent readiness for changing demands by taking advantage of opportunities to add or change talent and/or competency sets. The position will influence City Departments by helping them with succession planning and the need to identify future needs and address them in a timely manner**

### **TYPICAL DUTIES AND RESPONSIBILITIES**

**(Including but not limited to the following):**

- Manage the Workforce Planning function by planning, organizing, implementing, and evaluating the work product, and supervising employees to achieve the planning goals of the Human Resources Department. Adjust and change the Workforce Planning function's operation as needed.
- Develop effective working relationships with Department Heads, and other City Leaders such that they willingly engage in Workforce Planning efforts.
- Analyze information about the City's workforce, or a specific customer department, and undertake initial analysis to create a workforce profile and to support the workforce planning process/model
- Determine which departments need workforce planning services based on departmental and organizational needs and prioritize the delivery of those services based on existing resources/
- Lead cross department collaboration and provide the overall process management and coordination, identifying appropriate goals and tactics required to successfully implement workforce solutions across the enterprise.
- Advise Department Heads, Managers, Human Resources Generalists and other staff on workforce planning process, methodology and the creation and development of a department workforce action plan
- Operate with the HR Talent Management Framework, overseeing both data and processes, to assure that City workforce needs are met.
- Participate as a member of the Human Resources Department management team.
- Develop and recommend strategies and actions that will reduce or eliminate "capacity and capability" gaps that have been identified in customer department's workforces including key talent segments.
- Decide when to bring in or communicate issues/needs that are outside the realm of workforce planning but are critical to the department and organization's future. (Technology Plan, Finance Plan, etc.)
- Develop RFPs to identify and select outside vendor to provide specific services or to retain outside expertise that will enhance the Workforce Planning function and service delivery system and manage contracts with vendors who may be retained to support the development and delivery of Workforce Planning and/or retained to meet a specific related need..

**MINIMUM QUALIFICATIONS:** Bachelor's Degree in Business Administration, Human Resources Management, Industrial Relations, Organizational Development, or equivalent

**MINIMUM EXPERIENCE:** Five years professional Human Resource experience with exposure to a broad range of Human Resources disciplines, which includes At least two years of experience leading or managing the delivery of workforce planning and/or organization development related services.

**LICENSES/CERTIFICATIONS:** N/A

**OTHER SPECIFICATIONS**

- Master's Degree Desirable
- Extensive knowledge of Workforce Planning philosophy, and methodology.
- Demonstrated ability to build relationships and establish collaboration, keep confidences, and present factual information in an appropriate manner.
- Ability to provide strong customer service focus.
- Thorough knowledge of HR functions.
  
- Knowledge of how organizations work and knowledge of current practices and trends.
- Knowledge of the use and application of competency models
- Demonstrated experience managing projects requiring analytical skills and collaboration.
- Experience and skill in working with and dealing with diversity in the workplace.
- Strong leadership skills and results orientation.
- The ability to drive change and execution aimed at improving results.
- Familiarity with HR enterprise software.
- Ability to present information and ideas honestly, accurately, and concisely.
- Experience and knowledge in applying HR knowledge and Workforce Planning concepts in working and interacting with customer departments.
- Ability to learn quickly, think conceptually, prioritize, and work to find solutions under pressure and time constraints.

**WORKING CONDITIONS:** Normal Office Setting

<b>SERVICE:</b>	<b>APPOINTED</b>
<b>GRADE:</b>	<b>11 (Exempt)</b>
<b>CLASSIFIED:</b>	<b>August 2013</b>
<b>JOB SPEC DATE:</b>	<b>August 2013</b>

**CITY OF MINNEAPOLIS**

