

**REPORT NO: 13-33**  
**DATE: 11/4/2013**  
**ANALYST: Michael Hebner**

### **CLASSIFICATION REPORT**

**PROPOSED TITLE:** Deputy Director, Operations and Business Improvement

**CURRENT TITLE:** New

**INCUMBENT:** Vacant

**REASON FOR REQUEST:** Request to review a proposed new position to determine the appropriate classification

**DATE QUESTIONNAIRE SUBMITTED:** 10/23/2013

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

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

**PERSONS INTERVIEWED:** Nuria Rivera-Vandermyde, Director Regulatory Services  
Kelly Charlton, HR Generalist

**RECOMMENDATION:** Establish the position as Deputy Director, Operations and Business Improvement (Grade 11, 523 Points, Appointed)

### **POSITION ANALYSIS**

The Director of the Regulatory Services Department is proposing a new position to lead Regulatory Services in long-range planning and organizational development, including development and implementation of business planning services and projects, internal and external communications, and enterprise public and intergovernmental relationships. It will manage departmental projects and operations including business planning, process improvement, performance measurement, emergency management, organizational development, workplace culture and workforce planning. Additionally the position will be responsible for interdepartmental and intradepartmental coordination of projects, communications, and coordination of public policy process and implementation, committee actions and council process. The proposed position will also supervise the legal appeals processing unit which serves Regulatory Services Department and provides some services to other City Departments in dealing with Administrative Citation appeals processes.

The proposed duties for the position are as follows:

- Lead Regulatory Services Department visioning and planning efforts, including long-range planning, customer service and continuous improvement efforts.
- Manage the development; implementation, and accountability of department business plan; monitoring status of ongoing Department and cross-divisional projects and issues. Prepare options and solutions to assist in Department efforts and projects.
- Lead Regulatory Services management in business process improvement, including establishing guidelines, policies, and procedures for conducting internal business process and continuous improvements.
- Improve processes in all areas to provide a high degree of customer responsiveness in the administration of Regulatory Services activities.
- Develop and manage initiatives that address specific areas of concerns; and initiate a departmental response to enterprise wide initiatives as appropriate. Assist in leading priority initiatives and projects both internal and external to the Regulatory Services Department.
- Direct the Department's liaison activities between Regulatory Services and other departments and agencies, both locally and State-wide, as well as develop new contacts for the Department.
- Oversee and serve as primary contact for interagency and legislative policy development process working with Department leaders and policymakers, as well as outside organizations, governments and the business community.
- Lead or participate in interdepartmental teams that coordinate the Department and/or the City's core processes, including strategic planning and goal setting, management team building, business planning, resource allocation, and performance measurement.
- Provide ongoing training and coaching to Department staff on the purpose and value of continuous improvement.
- Oversee the preparation of reports, research efforts, planning documents, and presentations to elected officials, stakeholder groups, and the public.
- Develop and implement internal and external communication strategies to inform and engage elected officials, City staff, community partners, and the general public in the work of Regulatory Services.
- Work with Culture Team to implement programs and initiatives that will improve and maintain a positive and productive work place culture.
- Act as a Department representative for labor relations and employee relations matters.
- Work with Assistant Director of Administration and Community Engagement on performance review process and personnel issues stemming from labor relation meetings.
- Provide leadership and direction to Regulatory Services leadership and staff on strategic business planning, performance management, human resources issues, information systems, and other operations activities.
- Work with the Leadership Team on integrating and aligning business lines/functions with roll out of the new land management system.
- Work with Assistant Director of Administration and Community Engagement to ensure city-wide policies and plans are integrated into internal operating documents, and efforts such as strategic planning, visioning, and business planning.
- Lead departmental efforts at planning and coordinating emergency management preparedness.
- Oversee and serve as primary contact for the City's risk management efforts.

## **PREREQUISITE KNOWLEDGE**

The position requires a Bachelor's Degree in Business Administration, Public Administration, Economics or equivalent (Master's Degree preferred) and Five Years of progressively responsible experience, including one to three years of supervisory experience, and experience working with elected officials, and in public administration and project management. Experience in regulatory service operations, and organizational development is strongly preferred.

A rating of **60 points** is appropriate and will be applied.

## **DECISIONS AND ACTIONS**

In coordination with Department Divisions, the position will independently draft business plans, plan updates and key initiative status. It will develop and manage Department employee engagement and workplace culture plans. It will have responsibility to manage the ongoing performance measurement and reporting plan. The position will manage Regulatory Services Department-wide projects. The position will be responsible for development and implementation of a communications plan, and drafting, executing and enforcing policies and procedures.

The position will work closely with the Director Regulatory Services to Finalize the Regulatory Services Department business plan / plan updates and in Finalizing 'Results Minneapolis' materials. It will work with the Director in deciding on projects for continuous improvement efforts, and in finalizing policies and procedures, and finalizing a Department-wide communications plan

This position will be responsible for managing numerous projects, programs, and activities including: Workplace Culture initiative, Department communications, business planning, continuous improvement, Department policies, statistical analysis, administrative hearing processes and significant involvement in the land management project.

A rating of **60 points** is justified and will be applied. At this level jobs supervise critical work groups, and serve in a senior advanced analytical capacity. 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., Performance generally has influence on finances, or delivery of services; errors or inadequacies could cause serious inconvenience, embarrassment, or expense. The incumbent is expected to make decisions and take action on problems that arise and to develop solutions to problems involving advanced principles and techniques and original thinking. 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.

## **SUPERVISORY RESPONSIBILITY**

The position will supervise a Coordinator Legal Processes, an Associate Coordinator Legal Processes, an Administrative Analyst II, a Project Coordinator, and a Management Analyst, a rating of **10 points** is proper according the factor rating guide, and this will be applied.

## **RELATIONSHIPS RESPONSIBILITY**

Within the Regulatory Services Department the position will work closely with the Director, providing advice, discussing operational strategy, and reporting on assignments and finalizing work products. The job will interact with the Administrative Assistant to the Director regarding scheduling, projects, and communications. The position will work with other assistant director level positions in the Regulatory Services Department to discuss projects and coordinate initiatives. Within the Regulatory Services Department the position will have contact with staff from all Divisions to discuss coordination and status of key initiatives, projects, and performance.

The position will have regular contact the Deputy City Coordinator to discuss workplace culture, business planning, performance measurement and continuous improvement efforts. The position will interact with the HR Generalist regarding workplace culture and personnel matters. It will work with and interact with Council Offices, and Mayor's Office and their staff on matters related to constituent services, operations, and policy. The job will have contact with other City Department staff regarding interdepartmental coordination of various projects, communication, etc. The job will entail contact with employee union representatives regarding personnel matters on a regular basis.

The job will interact with City of Minneapolis residents to provide information, education, and regarding issue resolution.

A rating of **55 points** will be assigned. The position has Relationship Responsibility which correlates with classifications that are supervisory over major areas of responsibility or have special communication responsibility related to the duties of the classification, including high level coordination or operational analysis or specialized consultation. This level includes high level management, and administrative jobs, that require strong communication skills. At this level he position represents the Department and/or City in important matters and communications. Working relations must be established and maintained; communications take longer, and can include considerable detail, negotiation, persuasion, and strong interpersonal skills. All of these positions require very strong communications skills and require the use of tact, diplomacy, and discretion in performing the assigned function. In these classifications the incumbents must exercise discretion in release of information. They are responsible for coordination of major efforts, and are expected to enlist cooperation and collaboration from various agencies and groups.

## **WORKING CONDITIONS**

The position will work in a normal office environment with exposure to computer and other office equipment. A rating **20 points** is appropriate for the working conditions present and will be applied.

## **EFFORT**

The Regulatory Services Department is an 18 million dollar a year operation with 150 employees and multiple divisions. The job is a manager with wide ranging Department wide responsibilities that require considerable mental effort and involve time pressures, stress, and deadlines. This is a high impact job, working directly for the Director Regulatory Services, and with regular contact working with elected and non-elected City leaders. It will entail project management and coordination responsibilities both within and between Departments. It will be responsible for planning, organizing and managing a complex area, dealing with setting priorities, and ensuring compliance to Department, and City goals and objectives. There will be pressure to meet expectations and pressures driven by budget, project related deadlines, and in making recommendations to higher level managers and officials.

A rating of **55 points** will be assigned. Jobs at this level are typically higher level professional and technical positions faced with continual deadlines, time pressure, and a need to pay strict attention to detail, resulting in significant mental effort. There is often considerable mental effort and pressure associated with prioritizing and dealing with competing priorities. The position is at the level of advanced level professional and coordinating classifications that are charged with coordinating programs and projects, managing activities in a department. In these classifications there are heavy pressures to meet deadlines, coordinate activities, keep operations running smoothly, and considerable mental effort and stress in prioritizing and dealing with competing priorities. Department Heads, the Mayor, or City Council may dictate deadlines on policy and action issues.

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

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

The position will report to the Director Regulatory Services

2. The person occupying the position must be part of the designated Department Head's management team

The position will be a part of the Regulatory Services 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.

The position will entail significant discretion and involvement in the development, implementation, and interpretation of Departmental policy and procedure within the Regulatory Services Department.

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

The duties of the position do not primarily require technical expertise but rather this is a position where leadership skills and vision are important.

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

The person hired will need to be accountable to loyal to and compatible with the Department Head, Mayor, and City Council.

**RECOMMENDATION:**

Establish the position as Deputy Director, Operations and Business Improvement (Appointed, Grade 11, 518 Points)

CLASSIFICATION FACTOR WORKSHEET								
Benchmark Classifications	Factors						Total Points	Grade Level
	1	2	3	4	5	6		
Business Application Manager	55	50	0	55	20	55	463	10
Financial Administrator Regulatory Services	55	55	0	55	20	55	478	10
<b>PROPOSED CLASSIFICATION</b>								
Deputy Director Regulatory Services (Operations and Business Improvement)	60	60	10	55	20	55	518	11

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

### **Exemption**

The position qualifies for an executive exemption from the requirements of the Fair Labor Standards Act. It will be paid more than the minimum \$455.00/week required. It will supervise the Administrative Unit of the Regulatory Services Department, a recognized subdivision of the enterprise. The position will supervise more than two full time equivalent positions. The person hired will have the authority to hire or fire other employees, and their suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees will be given consideration within the City's system.

**DEPUTY DIRECTOR OPERATIONS  
AND BUSINESS IMPROVEMENT**

**CODE: CXXXX**

**REPORTS TO: Director Regulatory Services**

**SUPERVISES: Legal Process Coordinator, Associate Legal Process Coordinator,  
Management Analyst, Project Coordinator, and Administrative Analyst II**

**NATURE OF WORK**

**Manage departmental projects and operations including business planning, process improvement, performance measurement, emergency management, organizational development, workplace culture and workforce planning. Responsible for interdepartmental and intradepartmental coordination of projects, communications, and coordination of public policy process and implementation, committee actions and council process, and oversee legal process coordination**

**TYPICAL DUTIES AND RESPONSIBILITIES  
(Including, but not limited to the following)**

- Lead Regulatory Services Department visioning and planning efforts, including long-range planning, customer service, and continuous improvement efforts.
- Manage the development; implementation and accountability of Department business plan; monitoring status of ongoing Department and cross-divisional projects and issues. Prepare options and solutions to assist in department efforts and projects.
- Lead Regulatory Services management in business process improvement, including establishing guidelines, policies, and procedures for conducting internal business process and continuous improvements.
- Improve processes in all areas to provide a high degree of customer responsiveness in the administration of Regulatory Services activities.
- Develop and manage initiatives that address specific areas of concerns; and initiate a departmental response to enterprise wide initiatives as appropriate. Assist director in leading priority initiatives and projects both internal and external to the Regulatory Services Department.
- Direct the Department's liaison activities between Regulatory Services and other Departments and agencies, both locally and State-wide, as well as develop new contacts for the Department.
- Oversee and serve as primary contact for interagency and legislative policy development process working with Department leaders and policymakers, as well as outside organizations, governments and the business community.
- Lead or participate in interdepartmental teams that coordinate the Department and/or the City's core processes, including strategic planning and goal setting, management team building, business planning, resource allocation, and performance measurement.
- Provide ongoing training and coaching to Department staff on the purpose and value of continuous improvement.
- Oversee the preparation of reports, research efforts, planning documents and presentations to elected officials, stakeholder groups and the public.

- Develop and implement internal and external communication strategies to inform and engage Elected Officials, City staff, community partners and the general public in the work of Regulatory Services.
- Work with Culture Team to implement programs and initiatives that will improve and maintain a positive and productive work place culture.
- Act as a Department representative for labor relations and employee relations matters.
- Work with Assistant Director of Administration and Community Engagement on performance review process and personnel issues.
- Provide leadership and direction to Regulatory Services leadership and staff on strategic business planning, performance management, human resources issues, information systems, and other operations activities.
- Work with Leadership Team on integrating and aligning business lines/functions with roll out of the new land management system.
- Work with Assistant Director of Administration and Community Engagement to ensure city-wide policies and plans are integrated into internal operating documents and efforts such as strategic planning, visioning and business planning.
- Lead efforts at planning and coordinating emergency management preparedness.
- Oversee and serve as primary contact regarding risk management issues and efforts.

**MINIMUM EDUCATION:** Bachelor's Degree in Business Administration, Public Administration, or equivalent

**MINIMUM EXPERIENCE:** Five Years of progressively responsible experience, including one to three years of supervisory experience, and experience working with elected officials, and in public administration and project management

**LICENSES/CERTIFICATIONS:** N/A

**OTHER SPECIFICATIONS:**

- Master's Degree preferred
- Considerable knowledge of strategic planning, performance measurement, and process improvement
- Ability to move from plan to execution, including identifying needed resources
- Ability to translate policies, ordinances, etc. into regulatory services context
- Demonstrated knowledge of operations and organizational development
- Ability to discern and identify strategies for workplace culture/employee engagement conditions
- Knowledge of and skills in policy development.
- Considerable knowledge of project management
- Proven supervisory and management skills
- Ability to work effectively with elected officials and staff at all levels of the organization
- Excellent oral and written communication skills, presentation skills, project management skills, and interpersonal skills.

- Knowledge of the operations of City government, including knowledge of City Council workings
  - Ability to analyze and evaluate problems and issues at strategic levels
  - Ability to understand policy implications of current issues and make appropriate recommendations.
  - Knowledge of city and department policy and procedures
  - Knowledge of organizational development and business process improvement strategies
  - Ability to address and resolve conflict, understand organizational behavior and facilitate positive organizational change.
  - Considerable knowledge of strategic planning and performance measurement
  - Ability to plan and implement communication plans that address multiple audiences.
  - Ability to move from plan to execution, including identifying needed resources
  - Ability to translate policies, ordinances, etc. into regulatory services context
- Policy development

**WORKING CONDITIONS:** Normal Office

**SERVICE:** APPOINTED  
**GRADE:** 11 (518 Points, Exempt)  
**ESTABLISHED:** October 2013  
**JOB SPEC:** October 2013

**CITY OF MINNEAPOLIS**