

**REPORT NO: 15 1**  
**DATE: 1/13/2015**  
**ANALYST: Michael Hebner**

**CLASSIFICATION REPORT**

**PROPOSED TITLE:** Director, Innovation Delivery Team

**CURRENT TITLE:** New

**INCUMBENT:** Vacant

**REASON FOR REQUEST:** Proposed position requires review

**DATE QUESTIONNAIRE SUBMITTED:** 1/8/2015

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

**DISPOSITION OF PREVIOUS** N/A

**PERSONS INTERVIEWED:** Jay Stroebel, Deputy City Coordinator  
Trudy Kjenstad, Manager, Administrative Services

**RECOMMENDATION:** Establish the Position as Director, Innovation Delivery Team, (Grade 13, 630 Points, Appointed)

The City of Minneapolis has been selected to participate in the Bloomberg Philanthropies' Innovation Teams Program. Innovation teams function as in-house innovation consultants for the organization helping to identify areas of strategic opportunity. The plan for the City is to focus on equitable delivery of services to City residents and customers. The Director will build a team which will help City Leaders and Staff through a data driven process to assess process, generate responsive new interventions, and develop partnerships, and deliver measurable results.

The duties of the position include:

- Manage daily operations of Bloomberg Innovation project, including budget, personnel and project plans.
- Develop and manage an enterprise wide process for identifying and addressing potential race and place-based inequities in City services.
- Hire and manage staff responsible for generating innovative solutions, developing implementation plans, and managing progress towards defined targets.
- Manage and maintain strong relationships with a broad set of stakeholders, including senior government officials and private and nonprofit sector leaders in the community.
- Generate new ideas by deploying open innovation methods.

- Consult with internal and external experts to generate innovative solutions and assess their feasibility.
- Ensure that there are clear and appropriate implementation plans for delivery on all major initiatives in the identified priority areas.
- Achieve defined targets by monitoring performance and helping to correct course when needed.
- Communicate progress to all relevant stakeholders, including regular reporting to the Mayor
- Share the team's strategic framework and best practices for innovation throughout City government.
- Lead the development and implementation of internal and external communication strategies to inform and engage elected officials, City staff, community partners and the general public.
- Oversee the preparation of reports, research efforts, planning documents and presentations to elected officials, stakeholder groups and the public.

## **POSITION ANALYSIS**

### **PREREQUISITE KNOWLEDGE**

The position will require a Bachelor's Degree in Business Administration, Public Administration or a related field (advanced education highly desirable JD, MBA, or related). The position will require five (5) years of progressively responsible related experience, which includes experience in leading organizational transformation involving multiple stakeholders, and experience managing and supervising a team engaged in organizational development consulting activities. The position requires good knowledge of City government operations and public sector innovation. The position requires knowledge of City, State and Federal policies and regulations governing the operations of all departmental programs and available public and private funding tools. It requires excellent oral and written communication skills, presentation skills, solid project management skills, and interpersonal skills. It requires the ability to provide guidance and direction to others while assuming responsibility for achieving success. It requires the ability to address and resolve conflict, understand organizational behavior and facilitate positive organizational change. It also requires the ability to plan and implement communication plans that address multiple audiences.

A rating of **70 points** is appropriate for the level of education and experience required.

### **DECISIONS AND ACTIONS**

The position will be the primary decision maker in hiring, training, and oversight of the staff which will comprise the innovation team. It will manage the activities of the team, taking responsibility for the development of innovation plans focused on generating responsive new interventions, improving City service delivery, and delivering measurable results for the City. The position will be responsible for getting the right mix on the team in terms of the backgrounds that the members bring to the team activities. It will have responsibility for ensuring that a proper mix of internal and external sources are contacted and utilized in the

development of plans and recommendations. The position will be responsible for dealing with personnel issues for team members and monitoring performance to ensure performance.

The position will be responsible for coordinating team activities. The position will be responsible for ensuring that the team focuses on identifying and making recommendations to specific problems that are important to and emphasized by City leadership. The position will be responsible ensuring the final goal is identified and understood by the stakeholders. It will be responsible for ensuring citizen and business engagement in team activities and civic processes. The position has a responsibility for developing partnerships that can be leveraged for improved service. It will be responsible for ensuring that needed communication takes place and that all stakeholders are consulted and informed and that regular reports to decision makers take place. It will ensure that the team focuses on an approach that recognizes that change must invest in the innovative capabilities of City Departments and Staff. It will help ensure that programs and recommendations are owned by the City and that team activities are confined to the stages where the team can be effective and not to the longer term where City staff and Management need to be involved. It will be the responsibility of the Director to ensure that the transition is outlined in all plan documents, workflows, and legal documents. It will ensure that the innovation team focuses on 'jump starting' innovation and handing off responsibility at the proper time.

A rating of **70 points** will be assigned. Jobs at this level make decisions and take action on more complex and unusual problems that arise and develop solutions to complex problems involving 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. Matters dealt with are broad in scope with complex and unusual problems being encountered with considerable frequency. Performance can have considerable influence on finances or delivery of services; errors or inadequacies can cause very serious and notable inconvenience, embarrassment or expense. Most work is of an advanced nature and calls for the exercise of independent judgment. Decisions and actions are subject to prior approval in unusual cases or where considerable expense is involved.

### **SUPERVISORY RESPONSIBILITY**

The position will directly supervise the five positions that will be a part of the innovation team. The proposed titles are two Project Managers, one Data Architect, and two Business Process and Data Analysts. A rating of **10 points** is appropriate and will be assigned.

### **RELATIONSHIPS RESPONSIBILITY**

Communications are crucial in the position. This will be an executive level position with responsibility for leading large scale transformations that involve multiple stakeholders from City Government, and outside constituencies, and/or agencies. It will be responsible for meeting with and interacting effectively with this range of stakeholders to exchange information pertinent to innovation team activities. Matters dealt with will vary and there will be need to consider various complex details and alternatives. Some matters will be sensitive and it will be important to use discretion and tact in dealing with stakeholders. As an innovation champion the position

will require strong persuasive skills to help promote change. As the team leader the position will have important responsibility for developing and implementing communication plans to ensure that stakeholders are kept informed when they have a need to know. The position will have a high level responsibility for establishing and maintaining relationships which will be important in the innovation work the position will perform.

The position will have Relationships Responsibilities that correspond to the **80 point** rating for this factor. Jobs at this level the job will have a multitude of contacts, both internally and externally, primarily at a high level. There will be daily contacts at a high level advising City decision-makers including the Mayor, City Council, Department Heads, and other high level decisions makers. In these relations the job typically is providing leadership on legal questions, planning, and change issues, or comparable high-level issues. Other contacts will involve advice and assistance in solving problems and answering questions; clarification of the Mayor/Council directions and intent regarding change initiatives. Externally there will be contacts with State and Federal officials related to process and performance; exploring City policies and procedures; legal matters; and financial matters. There will be contact with various business associations, non-profit and for profit organizations regarding getting input and advice about City services.

## **WORKING CONDITIONS**

The position will work in a normal office setting with meetings inside and outside of the office. A rating of **20 points** the same rating applied for most office based executives will be applied.

## **EFFORT**

A rating of **70 points** will be assigned to the position. The effort in this job is primarily mental effort, in developing plans and coordinating activities, and in analyzing projects and budgets, etc. At this level there is accountability for planning, coordinating, and monitoring activities which requires mental effort and creates stress. These are executive level decision making positions and there are competing priorities which create stress and require mental effort in developing alternative recommendations or plans for budgets, personal actions, department initiatives, or solutions for identified problems. There are numerous pressures to meet deadlines on projects, reports, plan development, handling inquiries, etc. The physical effort in these positions corresponds to that required in most executive positions working in an office environment.

## **CITY ORDINANCE 20.1010 CRITERIA FOR APPOINTED POSITIONS**

**According to the Deputy City Coordinator, the position will 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 City Coordinator

- 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. It will focus on developing recommendations for change in City operations that result in an improved result

- 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. Rather leadership and team building skills and strong communication skills are crucial.

- 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 City Coordinator and Mayor and City Council.

#### **RECOMMENDATION:**

Establish the position as Director, Innovation Delivery Team, (Grade 13, 630 Points Appointed)

CLASSIFICATION FACTOR WORKSHEET								
Benchmark Classifications	Factors						Total Points	Grade Level
	1	2	3	4	5	6		
Senior Government Relations Representative	70	70	0	70	20	55	590	13
Manager Economic Development	75	65	15	65	20	55	598	13
Director of Internal Audit	70	70	5	80	20	70	625	13
<b>PROPOSED CLASSIFICATION</b>								
Director Innovation Delivery Team	70	70	10	80	20	70	630	13

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

### **Administrative Exemption**

The position will be paid at more than the minimum required by the law. The position will head up the Bloomberg Philanthropies Innovation Team Program for the City of Minneapolis. In this capacity the position will supervise five staff, taking responsibility for hiring, training, and coaching, and dealing with performance issues. The positions will work on very important management and issues for the City. It will be expected to develop and make recommendations for changing service delivery.

**DIRECTOR, INNOVATION DELIVERY TEAM**

**CODE: C**

**SUPERVISED BY: City Coordinator**

**SUPERVISES: Project Manager, Data Architect, and Business Process and Data Analyst**

**NATURE OF WORK**

**Manage daily operations of Bloomberg Innovation project, including budget, personnel and project plans, and develop an enterprise wide process for identifying and inequities in City services**

**TYPICAL DUTIES AND RESPONSIBILITIES**

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

- Manage daily operations of Bloomberg Innovation project, including budget, personnel and project plans
- Develop and manage an enterprise wide process for identifying and addressing potential race and place-based inequities in City services
- Hire and manage staff responsible for generating innovative solutions, developing implementation plans, and managing progress towards defined targets
- Manage and maintain strong relationships with a broad set of stakeholders, including senior government officials and private and nonprofit sector leaders in the community
- Generate new ideas by deploying open innovation methods
- Consult with internal and external experts to generate innovative solutions and assess their feasibility
- Ensure that there are clear and appropriate implementation plans for delivery on all major initiatives in the identified priority areas
- Achieve defined targets by monitoring performance and helping to correct course when needed
- Communicate progress to all relevant stakeholders, including regular reporting to the Mayor
- Share the team's strategic framework and best practices for innovation throughout City government
- Lead the development and implementation of internal and external communication strategies to inform and engage elected officials, City staff, community partners and the general public.
- Oversee the preparation of reports, research efforts, planning documents and presentations to elected officials, stakeholder groups and the public

**MINIMUM QUALIFICATIONS:** Bachelor's Degree in Business Administration, Public Administration, Economic or related field

**MINIMUM EXPERIENCE:** Five years of progressive responsible experience on Managing projects, operational analysis and working with public sector elected and staff leadership

**LICENSES/CERTIFICATIONS:** N/A

**OTHER SPECIFICATIONS**

- Advanced education highly desirable (Juris Doctorate, Masters Business Administration, or related).
- Demonstrated ability to lead large scale transformations that involve multiple stakeholders, constituencies, and/or agencies.
- Experience developing and managing high-performing teams.
- Track record of establishing targets and delivering results;
- Understanding of the mechanics of city government, and familiarity with and knowledge of public sector innovation.
- Direct experience working with senior government or private sector leaders.
- Ability to thoughtfully communicate with and respectfully engage diverse stakeholders around a shared vision for achieving results
- Demonstrated knowledge of leadership and management of public organizations
- Ability to plan and implement communication plans that address multiple audiences
- Understanding on data and data analysis techniques.
- Knowledge of quality improvement and business re-engineering principles, tools and practices.
- Ability to lead, organize and manage multiple projects
- Demonstrated knowledge of operations and organizational development
- Ability to work with staff at all levels of the organization
- Proven supervisory and management skills, either direct or in-direct (project team)
- Understanding of income, racial and place-based inequities and related current dialogue

**WORKING CONDITIONS:** Normal Office Setting

**PROMOTIONAL LINE:** Staff Assistance  
**GRADE:** 13 (Exempt 630 points)  
**CLASSIFIED:** January 2015  
**JOB SPEC DATE:** January 2015