

REPORT NO: 15-46
DATE: 11/22/2015
ANALYST: Michael Hebner

CLASSIFICATION REPORT

PROPOSED TITLE: Manager Convention Center (Guest Services, Business Services, Event Services, Facility Operations, and Event Operations)

CURRENT TITLES: Business Services Manager, Event Services Manager, Guest Services Manager, Event Operations Manager, and Facility Operations Manager

INCUMBENT(S): Vacant, Robert Swanson, Wayne Mahoney, Marcus Travis and Lane Carlson

REASON FOR REQUEST: Request to review appointed positions at the Convention Center for possible combination into one broad title

DATE QUESTIONNAIRE SUBMITTED: 11/2/2015

DATE OF PREVIOUS STUDY: N/A

DISPOSITION OF PREVIOUS STUDY: N/A

PERSONS INTERVIEWED: Archie Carlos, HR Generalist
Jeff Johnson, Executive Director
Chris Hungas, Director Business Administration

RECOMMENDATION: Establish the position as Manager Convention Center (Appointed, 538 points, Grade11) there will be five positions with designators for Guest Services, Business Services, Event Services, Facility Operations, and Event Operations

The incumbents in the consolidated positions will need to be appointed to the new title as follows:

Robert Swanson – Manager Convention Center (Event

Operations)

Wayne Mahoney – Manager Convention Center (Event Services)

Marcus Travis - Manager Convention Center (Guest Services)

Lane Carlson - Manager Convention Center (Facility Operations)

The Executive Director of the Convention Center has requested that his manager positions be combined under one (Convention Center Manager) title. The proposed broad title would combine the Facility Operations Manager, Business Services Manager, Guest Services Manager, Event Services Manager and the Event Operations Manager into one appointed title. The Minneapolis Convention Center is a 1.6 million square foot facility that hosts 300 to 400 events per year with an average of 750,000 attendees, employs 200+ staff members, and operates 24 hours per day, 7 days per week. Further, the MCC generates \$250 million in economic impact for the City of Minneapolis as well as assists in sustaining over 10,000 hospitality jobs and over \$17 million in tax generation for the City. The proposed position is focused on management of and care and attention to the Convention Centers greatest resources – its employees – with a goal of a well-trained, recognized, and engaged workforce allowing for a competitive presence in the national hospitality marketplace.

The proposed position will perform the following duties:

- Provide overall day to day management and supervision to the assigned area, coordinating, planning, and organizing work, and delegating and assigning staff responsibilities.
- Manage and lead recruitment, including participating in the interviewing, hiring, on boarding, training, coaching and development of employees
- Provide leadership for continuous improvement, team building, and participative management, creating and infusing a positive attitude in staff, while rewarding excellent effort and work.
- Responsible for developing and formalizing training and education programs.
- Responsible for developing and implementing, monitoring and updating employee and operational policies and procedures, with an emphasis on effective, efficient, and high quality service.
- Conduct meetings and training sessions with employees to ensure an understanding of expectations and client needs and expectations in the areas of hospitality, security, and event production, etc.
- Recommend and/or administer discipline when appropriate.
- Conduct facility tours and meetings with clients and potential clients, and employees to demonstrate building capabilities and provide or develop planning information for events and shows, and to promote sales at the Convention Center.
- Conduct performance evaluations and professional development programs for subordinate personnel

- Develop and maintain relationships with, coordinate and manage activities and act as liaison with external clients, vendors, City departments, private firms, support service contractors and Meet Minneapolis to facilitate communication and coordination with facility events and operations.
- Assist in the preparation and monitoring of divisional and department budget including determining capital needs, providing expenditure projections, and reviewing approving purchases.
- Write bid specifications for departmental purchases; and provide information for all equipment and requests for proposals; determine the best use of new equipment; and be on the cutting edge of new Convention Center equipment and supply upgrades and available industry technology that can create revenue opportunities.
- Assist in the development and planning of long-term capital improvements and participate in the annual capital improvement budget process.
- Responsible for the management of all building structures and systems for the facility and related buildings to provide effective long-term preservation and improvement.
- Develop, implement and oversee preventive maintenance programs.
- Provide a safe environment, free of harassment, for Convention Center employees and ensure compliance with all City policies, applicable OSHA standards and local, state and federal laws.
- Ensure compliance with all Federal, State and City of Minneapolis employment laws, codes and policies including, but not limited to Respect in the Workplace, Ethics, Equal Opportunity, ADA, FMLA, OSHA reporting, Loss Prevention, and Return to Work programs.

POSITION ANALYSIS

PREREQUISITE KNOWLEDGE

The position requires a Bachelor's Degree in Business Administration, Hospitality Management, or related, or equivalent. It requires five years of experience in a related capacity at a major convention center or large public assembly facility in either an administrative, managerial, or supervisory role. The person hired will need expertise and developed knowledge and skills in the hospitality and convention center industry. The various assignments in the position require specific experience as specified below:

Guest Services – includes experience in customer service, building safety systems and infrastructure, emergency management planning, and crowd management.

Event Services – includes experience in exhibitor services and public assembly event coordination.

Event Operations – includes experience in public assembly event setup and changeover, production and audio and visual setup and use.

Business Services - includes experience in administration or human resources, and requires financial management and accounting experience.

Facility Operations – Includes experience in management of a physical plant or maintenance department in a public assembly facility or

comparable private facility

A rating of **60 points** is appropriate and will be assigned. Jobs at this level are high level managers where developed skills and expertise are important.

DECISIONS AND ACTIONS

There are common threads that run between all of the manager positions being combined here including responsibility for all of the following from a hospitality and convention center industry standpoint:

- Provide overall day to day management and supervision to the assigned area, coordinating, planning, and organizing work, and delegating and assigning staff responsibilities.
- Handle budget responsibilities in the area assigned, and assist with the Convention Center budget.
- Giving tours or making inspections of the facility to facilitate maintenance, planning, and sales.
- Acting as liaison with vendors and contractors, granting variances from policy in specific situations.
- Acting as Manager on Duty as required.
- Provide leadership for continuous improvement, team building, and participative management efforts, creating and infusing a positive attitude in staff, while rewarding excellent effort and work.
- Responsibilities for recruitment and hiring, and new employee onboarding programs and activities.
- Participating in developing, implementing, and coordinating Convention Center employee training (including Standards of Service (which includes training contractors as well)).
- Developing and maintaining MCC policies and procedures.
- Responsible for contracting and dealing with vendors and others as a representative of the Convention Center.
- Leading staff meetings.

A rating of **60 points** will be assigned. Jobs at this level supervise critical work groups, manage a specialized function where decisions tend to have a significant impact on the organization, At this level some of the positions are managing activity in smaller divisions. The 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.

SUPERVISORY RESPONSIBILITY

There will be five Manager Convention Center positions that will oversee a combined 181 positions consisting of office and administrative staff. Operating Maintenance Engineers, Painters, Carpenters, Grounds Crew, Supervisors for Event Services, Event Coordinators, and Senior Event Coordinators, Storekeepers, Central Alarm Operators, Guest Services

Ambassadors, Operations and Maintenance Specialists, Production Technicians, Exhibitor Service Clerks, and the Booking Coordinator, and the Technology Coordinator. The average number of positions supervised will be 36. A rating **30 points** is appropriate and will be assigned.

RELATIONSHIPS RESPONSIBILITY

The contacts in this manager position will be varied and numerous. The position will have daily contact with the supervisor, either the Deputy Director Administration or the Director Event Services to communicate regarding activities and projects, get direction, and exchange information. It has less frequent contact with Executive Director regarding work related matters and to communicate about all staff events and activities. The five positions in this title will work with each other and with the supervisors in the Facilities, Events, Operations, Guest Services & Security areas regarding the communication and coordination of activities, employee needs, performance issues, and related matters. There will be communication about employee program and process needs. There will communication to deal with problems and issues that develop and communication regarding customer and client services will be frequent between these positions and other Convention Center staff. This level will work directly with employees to answer specific questions and address specific needs and questions. This level will interpret Convention Center policy and procedure to employees and to show management, clients, and exhibitors. This level has interaction with show managers, exhibitors, and vendors in planning and coordinating for events, providing tours and information about services. At this level the relations with patrons, clients, are at a high level and this level impacts service and coordinates with other Convention Center divisions. This level will work with City Staff from other departments including working with the Procurement Department and the Buyers regarding uniforms, price agreements, informal bids, State contract use, contract maintenance processing and extensions, and non-capital purchasing. The job will work with the City Attorney's office on employee/personnel matters. It will work with Human Resources Department regarding employee/personnel matters including labor relations, hiring processes and benefits. There will be work with the Risk Management Division regarding workers compensation and related matters.

This level position works with vendors regarding supplies and equipment. It does sourcing for speakers and training materials for training sessions. It is in contact with vendors for other facility needs as required. There is interaction with the Kelber Catering service for food service for events, pre-con client meetings; and regarding invoice reconciliation.

A rating of **55 points** will be assigned. Jobs at this level are supervisory over major areas of responsibility and have special communication responsibility related to the duties of the job, including high level coordination or operational analysis or specialized consultation. At this level the incumbents have to work with a wide variety of contacts, both internal and external of the system to communicate issues, and deal with problems. They 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. These jobs may be

involved in technical issues of major importance in the areas where they are assigned and have important liaison duties with other staff, divisions and departments. They also are charged with coordination of vendor activities, and oversight over consultants.

WORKING CONDITIONS

The position works in an indoor setting with exposure to computer equipment and other office equipment. There is time spent on the Convention Center floor touring or inspecting. There is no exposure to hazard in the job. A rating **20 points** will be assigned.

EFFORT

These positions have constant deadlines associated with planning cycles, budget cycles, and delivery of services to client deadlines, investigative process deadlines, and pressure for quick solution for difficult problems. There is pressure to deliver services to client consistent with event planning and pressure to provide staff and other building personnel with information and direction. The job entails the need for close attention to detail in event planning, contracting, financial documents, reports, and dealing with employee performance issues.

A rating of **55 points** will be applied. Jobs at this level are typically higher level positions faced with continual deadlines, time pressure, and a need to pay strict attention to detail, resulting in significant mental effort. Deadlines are crucial and work often must be performed in a constrained time window. These jobs often require significant time on related detail content, which causes eye-strain and other fatigue. There is often considerable mental effort and pressure associated with prioritizing and dealing with competing priorities. Manager at this level typically would participate in the work but at a higher level of accountability with more stress from dealing with deadlines and problems, managing appeals and negotiations. These positions primarily require mental effort in managing operations or project activities. Typically there are a variety deadline pressures that position at this level must be aware of and a need monitor for requests for service, planning cycles, reports, and so on. These positions need to pay close attention to detail in working with plans, technical documents, legal documents, and in process control activities. Conflict situations roll up to these positions as they hold decision making authority and this adds stress.

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 the head of the designated City Department or the Designated City Department Head's Deputy.

These positions will report to the Director, Event Services or Deputy Director Administration at the Convention Center which both report to the Executive Director

2. The person occupying the position must be part of the designated Department

Head's management team

These positions will be part of the designated Department Head's 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 duties of the positions will entail development and implementation of policy and procedures for the Convention Center

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

The positions require a solid background in the hospitality and convention center industry and work related to the specific assignment operations, however strong leadership and strategic skills are critical as opposed to longevity in the position.

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 positions require compatibility and accountability to the Executive Director of the Convention Center who in turn must be compatible with and accountable to Elected Officials

RECOMMENDATION:

Establish the position as Manager Convention Center (Appointed, 538 points, Grade11) there will be five positions with designators for Guest Services, Business Services, Event Services, Facility Operations, and Event Operations

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Wayne Mahoney – Manager Convention Center (Event Services)

Marcus Travis - Manager Convention Center (Guest Services)

Lane Carlson - Manager Convention Center (Facility Operations)

CLASSIFICATION FACTOR WORKSHEET								
Benchmark Classifications	Factors						Total Points	Grade Level
	1	2	3	4	5	6		
Business Services Manager (Current)	55	50	25	45	20	50	468	10
Facility Operations Manager (Current)	65	55	35	45	20	55	538	11
Event Operations Manager (Current)	60	55	50	45	20	55	538	11
Guest Services Manager (Current)	60	60	25	55	30	55	538	11
Event Services Manager (Current)	60	60	30	55	20	55	538	11
PROPOSED CLASSIFICATION								
Manager Convention Center	60	60	30	55	20	55	538	11

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

Exempt

The positions will be compensated at more than the required \$455.00/week. They will supervise and manage in customarily recognized subdivisions of the Convention Center enterprise. The positions will direct the work of more than two other fulltime employees. They will have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion or any other change of status of other employees will be given particular weight.

MANAGER CONVENTION CENTER (Guest Services, Business Services, Event Services, Facility Services, and Event Operations) (APPOINTED)

CODE: C04233

REPORTS TO: Director Operations, and Deputy Director Convention Center

SUPERVISES: Exhibitor Service Clerks, Production Technicians, Senior Event Coordinators and Event Services support staff; Carpenters, Painters, Booking and Administrative Coordinator, Grounds Worker staff, Storekeeper, Guest Services Ambassador, Supervisors, Convention Center Operations staff, Office Support Staff, Program Assistant, and Administrative Staff

NATURE OF WORK

Responsible for the supervision, management and coordination of the day to day activities of the assigned Division(s) of the Convention Center, including planning, organizing, controlling and monitoring, and developing policy and procedure with an emphasis on effective, efficient, and high quality service

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

- Provide overall day to day management and supervision to the assigned area, coordinating, planning, and organizing work, and delegating and assigning staff responsibilities.
- Manage and lead recruitment, including participating in the interviewing, hiring, on boarding, training, coaching and development of employees
- Provide leadership for continuous improvement, team building, and participative management efforts, creating and infusing a positive attitude in staff, while rewarding excellent effort and work.
- Responsible for developing and formalizing training and education programs.
- Responsible for developing and implementing, monitoring and updating employee and operational policies and procedures, with an emphasis on effective, efficient, and high quality service.
- Conduct meetings and training sessions with employees to ensure an understanding of expectations and client needs and expectations in the areas of hospitality, security, and event production, etc.
- Recommend and/or administer discipline when appropriate.
- Conduct facility inspections and tours, and meetings with clients and potential clients, and employees to demonstrate or monitor building capabilities, and provide or develop planning information to ensure performance for events and shows, and to promote sales at the Convention Center.
- Conduct performance evaluations and professional development programs for subordinate personnel
- Develop and maintain relationships with, coordinate and manage activities and act as liaison with external clients, vendors, City departments, private firms, support service

contractors and Meet Minneapolis to facilitate communication and coordination with facility events and operations.

- Assist in the preparation and monitoring of divisional and department budget including determining capital needs, providing expenditure projections, and reviewing approving purchases.
- Write bid specifications for departmental purchases; and provide information for all equipment and requests for proposals; determine the best use of new equipment; and be on the cutting edge of new Convention Center equipment and supply upgrades and available industry technology that can create revenue opportunities.
- Provide a safe environment, free of harassment, for Convention Center employees and ensure compliance with all City policies, applicable OSHA standards and local, state and federal laws.
- Ensure compliance with all Federal, State and City of Minneapolis employment laws, codes and policies including, but not limited to Respect in the Workplace, Ethics, Equal Opportunity, ADA, FMLA, OSHA reporting, Loss Prevention, and Return to Work programs.

MINIMUM EDUCATION: Bachelor's Degree with emphasis in Business, Management, Hospitality, or a related field

MINIMUM EXPERIENCE: Five years of experience in a related capacity at a major convention center or large public assembly facility in either an administrative, managerial, or supervisory role

Guest Services – includes experience in customer service, building safety systems and infrastructure, emergency management planning, and crowd management

Event Services – includes experience in exhibitor services and event coordination

Event Operations – includes experience in event setup and changeover, production and audio and visual setup and use.

Business Services - includes experience in administration or human resources, and requires financial management and accounting experience

Facility Operations - Includes experience in management of a physical plant or maintenance department in a public assembly facility or comparable private facility

LICENSES/CERTIFICATIONS: N/A

OTHER SPECIFICATIONS

- Thorough knowledge of leadership techniques and motivation, administrative and operational policies, convention center production, event set up, event coordination, and event software.
- Demonstrated supervisory and leadership skills.
- Ability to interact with fellow employees, clients, the general public and outside vendors.

- Ability to work irregular schedules which includes nights, days, weekends, and holidays. Adjustments to shifts, breaks, etc, may be required upon short notice.
- Ability to stand or walk for long periods of time.
- Ability to maintain a high public image and positive attitude and demeanor.
- Good oral and written communication skills.
- Knowledge modern personnel administration and human resource management.
- Experience in policy and procedure development and implementation.
- Good interpersonal skills
- Knowledge of budgeting and procurement.
- Thorough knowledge of exhibitor services; outside vendor contract administration; telecommunications; exhibitor utility needs (high and low voltage electricity, internet service providers, video signage sales and operation) and building system technology infrastructure relating to the technology services department (audio, lighting and video support systems).
- Good analytical, creative and negotiation skills.

WORKING CONDITIONS: Normal

SERVICE:	APPOINTIVE
GRADE:	11 (538 Total Points) Exempt
ESTABLISHED:	November 2015
JOB SPEC:	November 2015

CITY OF MINNEAPOLIS