



EMPLOYERS ASSOCIATION, INC.

An Equal Employment Opportunity/Affirmative Action Employer

August 20, 2010

Mr. Timothy O. Giles
Director Employee Services
City of Minneapolis
250 S 4th St, Room 100
Minneapolis MN 55415-1339

Dear Tim:

We were requested to review the classification of a new job called Assistant Director of Regulatory Services that will serve as second-in-charge of a reorganized management team in the Regulatory Services Department. The department is charged with the responsibility of protecting the health, safety and welfare of Minneapolis residents through a program of regulation, inspection, testing, and enforcement of laws and ordinances pertaining to licensed business establishments, building inspection, housing inspection, plan review, pollution control, and animal care and control. Successful performance will contribute to a higher degree of livability and will attract and retain beneficial development and tourism, thus contributing to the overall fiscal sustainability of services. The Assistant Director will participate in the management of 377+ employees, including assisting the director in establishing policies, goals, objectives and performance measures for the department.

The business of the department can have a significant financial and quality of life impact on individual citizens or visitors. These impacts often require consideration of individualized circumstances that require interpretation of rules and a very well developed set of communications skill to convey. Preparing for emergencies and reactive effectively when they occur can significantly mitigate the negative impacts of natural or man-made disasters. The senior management team is expected to draw on their experience and knowledge of resources and procedures when planning for emergency responses. We expect all of the senior management team to be ready to provide back up for one another in emergencies. Each of the four proposed leadership positions, including this job, reflects these core competencies in their job description drafts. We are using these drafts along with materials provided and discussions with City staff as the basis for our recommended Cresap ratings of the jobs.

The Assistant Director of Regulatory Services serves as second in charge of a department and thus provides assistance to the director by relieving him or her of significant management responsibilities in a department where the nature of the work generates a significant amount of management decision making. In addition the Deputy Director will assist in the development, implementation and management of the department budget and business plan. The Deputy Director will collaborate with the Director in establishing goals and objectives for the department.

We are recommending the following rating:

Knowledge Level	K-Pts	Decisions and Actions Level	D-Pts	Supervisory Level	S-Pts	Relationships Responsibility Level	R-Pts	Working Conditions	W-Pts	Effort	E-Pts	Total Pts
80	240	80	240	85	85	75	112.5	20	10	75	75	763

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The job requires ten years of progressively responsible experience in code enforcement, regulatory affairs, including management experience, including at least three years as a senior manager. A bachelor's degree in public or business administration, or other relevant field is required. An advanced degree, public or business or public administration, urban planning or law is preferred. We have used a rating of 80, which is consistent with the required education and experience. Jobs at this level include Assistant City Coordinator Convention Center; Chief of Fire Department; Deputy Director Public Works; Director BIS BD Deputy CIO; Director Surface Water & Sewers; Director Transportation, Planning & Engineering; Director Transportation Maintenance & Repair; Director Water Works; and Managing Attorney.

We have used a rating of 80 for decisions and actions. Jobs at this level are responsible for managing a significant part of a large or major department or for serving as second in charge of a large or major department. At this level the job is involved in budget, management, operational, and strategic planning decisions. Similarly rated jobs include Director Strategic Partnerships, Director Water Works; Assistant City Coordinator Convention Center; Deputy City Attorney Civil; Deputy City Attorney Criminal; Director Housing & Policy Development; Director Planning; Director Economic Policy Development; Assistant Chief of Police; Chief of Fire Department.

Supervisory ratings are a function of head count under the span of control of the job. In this case the number of staff given full supervision is expected to be over 377, which would lead to a rating of 85.

Relationships responsibility is a core factor for the job's existence. We have rated relationships at 75. Jobs at this level are required to deal with sensitive and important matters on a frequent basis. These jobs are typically at a level just below the highest executive in the department or unit to which the job is assigned. At this level the job is typically in frequent contact with the chief executive of the department to get overall direction and consultation. There is daily contact with other executives in the department where the job is assigned regarding budgets, staffing issues and incidents, as well as with department staff on research, consultant work and contract issues, policies, procedures and in response to legal inquiries. At this level the jobs are regularly communicating with City Council Members and staff to advise them of aspects of the departmental operation that affect individual wards or to discuss city policies. This level has frequent contact with the media involving current issues, as well as contacts with community business leaders regarding cooperative efforts, grants and other deployment issues. Other jobs at this level include the Assistant Chief of Police; Assistant City Coordinator, Convention Center; Chief of Fire Department; Deputy Director Public Works; Director Administrative Services and Personnel; Director, Inspection Services; and the Police Deputy Chief.

Working conditions for this job are similar to other office occupations, with very intermittent seasonal exposure when traveling to outside meetings. The rating is 20. Most department heads, managers and professionals are at this rating.

Effort is rated at 75. Jobs rated at this level include appointed positions with high level responsibilities and heavy supervisory responsibilities requiring primarily mental effort. All these positions are highly placed executives where the managerial and administrator responsibilities place considerable stress on the incumbents. There is considerable mental effort and stress in creating plans, programs, and problem solutions in the assigned area, and managing complex work units, that are providing a variety of services to both internal and external customers. These classifications are under considerable deadline pressure in dealing with budgets, City Council directives, project schedules, and department work activities. There is constant need to pay close attention to detail in the work. The physical requirements of the position are equivalent to most other office positions. Other jobs at this level include Chief Information Officer; Deputy City Attorney-Civil; Deputy City Attorney-Criminal; Director Human Resources; and Deputy Director Public Works.

Overall points are 763. To place this in perspective, jobs with close ratings are Assistant Chief of Police and Director of Human Resources. These jobs are in grade 16.

Please do not hesitate to contact me for clarifications or further assistance. My direct line is 763-253-9148.

Sincerely,

A handwritten signature in black ink, appearing to read "George B. Gmach", with a long horizontal flourish extending to the right.

George B. Gmach, Director of Compensation and Surveys Services