

REPORT NO: 08-01
DATE: January 8, 2008
ANALYST: Betty J. Stanifer

CLASSIFICATION REPORT

PROPOSED TITLE: Director, Transportation Maintenance and Repair (Appointed)

CURRENT TITLE: New Position

INCUMBENT: Vacant

REASON FOR REQUEST: Evaluation to ensure proper classification due to major changes in the reorganization of the Field Services Division

DATE QUESTIONNAIRE SUBMITTED: 1-07-08

DATE OF PREVIOUS STUDY: 8-22-02

DISPOSITION OF PREVIOUS STUDY: Re-titled the position from Director, Engineering Operations (Appointed) to Director, Field Services (Appointed) with no change in the Grade Level (16) or Total Points (730).

PERSONS INTERVIEWED: Heidi Hamilton; Deputy Director, Public Works
Michael D. Kennedy; Director, Winter Operations (previous title)

RECOMMENDATION: Establish the Director, Transportation Maintenance and Repair (Appointed), allocated to Grade 15 with 703 Total Points. Eliminate the Director, Field Services (Appointed) to fund the position.

The proposed position is being created due to a major reorganization involving all divisions in the Public Works Department. This report will address the changes in the Field Services Division and a request for a change of title. The responsibilities of the position will include overall oversight and

management of Paving Construction, Street and Bridge Maintenance and Repair, the Sidewalk section, Central Stores, Special Service Districts, and related emergency preparation and response. Specific duties and responsibilities will include, but not be limited to the following:

- Management of Street and Bridge Maintenance and Repair section to include pavement repair, street cleaning, maintenance of malls and plazas, snow and ice control, bridge rehabilitation and inspection, and City owned retaining walls.
- Emergency preparation and response related to the division.
- Management of Paving Construction section to include new construction of streets and alleys, renovation of streets and miscellaneous construction projects.
- Management of the Sidewalk section including citywide condemnation and repair programs and winter sidewalk shoveling ordinance enforcement.
- Management of Special Services Districts.
- Responsibility for personnel and administrative issues for the division, including staffing, disciplinary, labor relations, performance appraisals, grievances, etc. at all levels.
- Responsibility for finance and budgetary issues, including short and long term planning, reorganization and facility planning, performance measurement and costing.
- Management of Public Works Central Stores.

POSITION ANALYSIS

In restructuring the position under evaluation as part of the 2007 reorganization Sewer Maintenance and Construction and the Engineering Lab functions were removed from the position. Management of Special Service Districts, Central Stores operations, and emergency preparation and response was moved back into the division. Emergency preparation has grown dramatically and by Federal Statute and City Ordinance Public Works became a first responder for emergency incidents. The responsibility for Special Districts has also increased from two or three districts to over twelve districts with an increase in budget from approximately sixty thousand dollars to over six hundred thousand dollars. These functions were previously under the Director, Winter Operations and were merged into the restructured position along with other functions. Although the Deputy Director, Public Works feels that all of the Division Directors that hold Registrations as Professional Engineers work at a comparable levels; a factor analysis is being performed to ascertain appropriate placement in the hierarchy.

PRE-REQUISITE KNOWLEDGE

The Deputy Director of Public Works is requesting that candidates for the position have a minimum of a Bachelor's Degree in Civil Engineering along with a minimum of five years of progressively responsible experience in the coordination, management and supervision of Public Works activities, which have included experience as a Registered Professional Engineer for a minimum of two years. Candidates would need knowledge of engineering principals and practices as they apply to all aspects of the job;

knowledge of departmental and City policies, procedures and practices; knowledge of budget and budget preparation; considerable knowledge of maintenance operations and/or planning, design of public works infrastructure, etc. working knowledge of capital, operations, and strategic planning; and

general knowledge of transportation engineering. Additionally, candidates would need excellent write and oral communication skills; good facilitation, conflict resolution and negotiation skills; strong management skills; and good interpersonal skills. The ability to organize, direct and coordinate activities of units within the division; ability to develop plans and work programs for a variety of projects; and the ability to formulate and make engineering and administrative decisions.

The level of pre-requisite knowledge required for entry into the position would be higher than what is applied to the Director, Property Services and other positions that do not need the Registration as a Professional Engineer, nor the knowledge of a variety of specialized engineering fields. The level is more comparable to that of other Division Directors in Public Works that need the professional registration and engineering knowledge. A rating of 80 is applied on this factor.

DECISIONS AND ACTIONS

The incumbent will independently make decisions and take action in directing staff in the division in roadway, bridge and streetscape projects in the following: Annual maintenance and construction programs and projects; special service district creation, management, budgeting and contract management; workforce management and planning and bridge inspection services. The position will independently coordinate response to questions from the public and elected officials on the impacts of maintenance service delivery; decide work assignments, capital purchases of equipment and materials to meet workforce needs and delivery services; respond to elected officials, citizens and media about division activities; coordinate activities between other divisions and City departments; manage public space use permits; and resolve utility damage claims. Problems handled most frequently without supervisory input include technical, procedural, administrative and policy issues; budget issues, operations issues; safety issues; requests from Elected Officials and citizens; intra-departmental and inter-agency issues; and public relations.

Decisions and actions reviewed or approved by the Director, Public Works or the Deputy Director would include changes in business practices, business planning, budget deliberations and inter-department collaboration; decisions regarding the declaration of Snow Emergencies; and organizational and workforce level decisions.

The level of independence of action allowed in the position under evaluation is comparable to that of all Division Directors in the Public Works Departments (Director Surface Water and Sewers, Director, Transportation and Planning, or Director Traffic Services) that are required to be Civil Engineers and hold registrations as Certified Professional Engineers. Poor judgment or bad decisions or actions could result in significant expense and safety issues. Assigning this position a rating comparable to that of the aforementioned positions would be appropriate. A rating of 75 is being assigned.

SUPERVISORY RESPONSIBILITY

The position will have true supervisory responsibility over approximately one hundred forty-six subordinates incumbent in accordance with PELRA. These include the Street Maintenance Engineer, a Principal Professional Engineer, a Program Assistant, and the Supervisor Distribution Center and their

subordinates. A rating of 60 is being assigned according to the Factor Rating Guide for Supervision.

RELATIONSHIPS RESPONSIBILITY

Daily internal contacts will include those with the Director Public Works and Deputy Director Public Works for direction and exchange of information; and with Street/Bridge Maintenance and Paving Construction Divisions for general management. Other internal contacts will be daily to weekly with Administration and Management Divisions on budget and personnel issues; Fleet Services on equipment and staffing issues; Transportation Planning and Engineering, Traffic and Surface Water and Sewer Divisions for management coordination; Finance on budget and accounting issues; and Human Resources for staffing and personnel issues. Less frequent internal contacts will be with the City Coordinator, Regulatory Services and Emergency Preparedness on general City business; with Safety and Risk Management on claims and worker safety issues; with Police/Fire and other departments on Public Works and city-wide management and collaboration; and with the Mayor and City Council on various Public Works issues and complaints.

The position will have weekly to monthly contacts with other public agencies, i.e., City, County and State for project coordination and interagency agreements; with citizens, neighborhoods and business groups on collaborative ventures, partnerships and complaints; and with print and broadcast media for public relations.

The contacts are not as broad or in-depth as those of the Director, Field Services were, nor do they have the same impact. They are more in line with what is assigned the Director, Surface Water and Sewers position and will be given a comparable rating. A rating of 65 has been applied on this factor.

WORKING CONDITIONS

Like most of the Division Directors in Public Works, the position will work primarily in an office setting with occasional field work. Historically, a rating of 20 has been assigned on these positions.

EFFORT

In emergency situations, this position is expected to respond 24/7/365 i.e., snow emergencies or other emergencies affecting the work of the division. There are also deadline pressures for council submittal, project and meeting deadlines; budgetary responsibilities; and pressure due to emergency issues and in response to Mayor/Council and citizens request. The effort expended appears to be comparable to that of the Director, Surface Water and Sewers. A rating of 70 is being assigned.

CONCLUSION

The Director, Transportation Maintenance and Repair is being created through the continuing reorganization in the Public Works Department in which the Director, Field Services has undergone a number of changes. Establishing the proposed position will eliminate the Director, Field Services (Appointed). The position is being established under Section 20.1010 of the Minneapolis Code of

Ordinances and will be funded within the current budget with funding that was allocated for the Director, Field Services. The Appointing Authority will be the Director, Public Works and the position report to the Deputy Director, Public Works. The proposed position meets the criteria for Appointed Positions as outlined in the City Ordinance as follows:

- 1. The person occupying the position must report to the head of the designated City department or the designated City department's deputy.**
 - The position reports to the Deputy Director, Public Works
- 2. The person occupying the position must be part of the designated department head's management team.**
 - Director, Public Works/City Engineer
 - Deputy Director, Public Works
 - Director, Administration Public Works
 - Director, Management and Budget
 - Director, Water Works
 - Director, Solid Waste and Recycling
 - Director, Surface Water and Sewers
 - Director, Transportation Planning and Engineering
 - Director, Traffic and Parking Services
 - Director, Fleet Services
 - Director, Property Services
- 3. The duties of the position must involve significant discretion and substantial involvement in the development, interpretation, or implementation of City or department policy.**
 - Position includes responsibilities to develop, interpret and implement policy and management direction set by the Director, Public Works and the City.
- 4. The duties of the position must not primarily require technical expertise where continuity in the position would be significant.**
 - The Director, Transportation Maintenance and Repair will provide leadership for the Public Works Department. While the Director will have significant technical experience in the field, the position is supported by others in the division, also having a high level of technical expertise.
- 5. There is a need for the person occupying the position to be accountable to, loyal to, and compatible with the Mayor, the City Council, and the Department Head.**
 - This position will require a close working relationship with the Director, Public Works/City Engineer and the Deputy Director, Public Works for policy development and implementation. This position is ultimately accountable and loyal to the Director, Public Works/City Engineer, the Mayor and the City Council.

RECOMMENDATION

Establish the Director, Transportation Maintenance and Repair (Appointed), allocated to Grade 15 with 703 Total Points. Eliminate the Director, Field Services (Appointed) to fund the position.