



# EMPLOYERS ASSOCIATION, INC.

An Equal Employment Opportunity/Affirmative Action Employer

July 8, 2009

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 that will serve as second-in-charge of a proposed Neighborhood and Community Relations Department. The overall mission of the department is focused on strengthening our City's quality of life through vigorous community participation, resident involvement in neighborhood and community organizations, and supporting clearly defined links between the City, City services and neighborhood and community organizations. The general model is similar to employee involvement efforts used within a corporate environment to improve employee engagement in the organization.

Based on the mission of the department we expect all of the staff to have high levels of communication skills combined with strong knowledge of government processes. 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 NCR Deputy Director serves as second in charge of a department that serves as a key communications link between elected officials, city leadership and staff, neighborhood and community organizations within the city of Minneapolis. The role of the Deputy Director is to assist the director by coordinating the selection, training and supervision of a working team that will serve as facilitators and communicators who will support community engagement through problem solving and decision making in matters of importance to local communities and the City of Minneapolis as a whole. 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 and City Coordinator in establishing process and methods to best carry out the neighborhood and community relations function to meet the objectives envisioned 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
65	195	60	180	10	10	65	98	20	10	60	60	553

The job requires a bachelor's degree (master's degree preferred) in urban studies, public administration, political science or a related field and six or more years of related job experience that includes at least one year of recent supervisory or project management experience, or an equivalent. A master's degree may be used to reduce the number of years of experience.

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We have used a rating of 65, which is consistent with the required education and experience. Jobs at this level include Principal Project Coordinator CPED, Project Manager, Supervisor Planning and Government Relations Representative.

We have used a rating of 60 for decisions and actions. Decisions where the Deputy Director will be a primary decision maker are mainly relating to the choice of procedure and internal staffing issues. Similarly rated jobs include Project Manager, Supervisor Planning, and Deputy Director IGR.

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 less than five, which would lead to a rating of 5. However, as Deputy Director there is work direction provided to a larger number. Thus, we recommend a rating of 10 in consideration of this role.

Relationships responsibility is a core factor for the job's existence. We have rated relationships at 65. Jobs at this level are responsible for creating and maintaining effective relationships that are essential to the success of the job function and that require the use of tact and diplomacy in dealing with departments, agencies and constituents on matters that could result in potential lawsuits, have large financial impact, or where the main object will be to achieve successful outcomes for the department's financial operations, or where communications are closely scrutinized, are highly visible and have the potential of harming the City's image. Other jobs at this level include Assistant Director of Communications, Deputy Director IGR, and HR Principal Consultant.

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 60. Jobs rated at this level include a variety of managers over technical, analytical, and related professional activities that are generally two, or three or layers down (from the Department Head) in the organization where they are assigned. It includes some Assistant Department and Division Directors and Managers. The commonality in these positions is that they share a level of mental effort and stress in work. These positions like the positions they are supervising and managing are dealing with significant challenges. These positions are leaders for significant projects and initiatives in the City. They are responsible for planning and organizing work functions and are under pressure to deal with problems that arise in units under them. There are deadline pressures based on business cycles, City Council cycles, and a need to deal with detail in contracting, negotiating, reviewing financial information, creating reports, managing risk, etc. These positions have physical effort equivalent to other office based positions. Other jobs at this level include Senior Project Manager, Assistant Director of Communications, and HR Principal Consultant.

Overall points are 553. To place this in perspective, jobs with close ratings are Manager Development Finance at 552, Government Relations Rep at 555 and Senior Project Manager at 575. These jobs are in grade 12.

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

Sincerely,



George B. Gmach, Director of Compensation and Surveys Services