

**REPORT NO.** 06-140  
**DATE:** 1/30/07  
**ANALYST:** Mike Hebner

### **CLASSIFICATION REPORT**

**PROPOSED TITLE:** Director Research and Program Development

**CURRENT TITLE:** Director Research and Assessment

**INCUMBENT:** Patricia Harrison

**REASON FOR REQUEST:** Request to study changes in duties and responsibilities to ascertain the impact on classification. of the position.

**DATE QUESTIONNAIRE SUBMITTED:** 12/19/06

**DATE OF PREVIOUS STUDY:** 1998

**DISPOSITION OF PREVIOUS STUDY:** Established as Director Research allocated to Grade 12.

**PERSONS INTERVIEWED:** Gretchen Musicant, Commissioner of Health  
Patricia Harrison, Director Research and Assessment

**RECOMMENDATION:** Change the title and reclassify the position from Director Research and Assessment (Appointed) to Director of Research and Program Development (Appointed), allocated to Grade 12, (578 Total Points)

The position was established in 1997 as part of request to study a number of appointed positions in the Minneapolis Department of Health and Family Support (MDHFS). Just prior to making the request the Department had undergone a major change, dropping provision of health services to City residents, transferring that work to the other health care providing sources. The Health Department and Neighborhood Services Department combined to become the new MDHFS. The focus changed from just public health and direct services to a broader focus on children, families, social, economic, and health

issues. At that time one of the appointed positions which had existed in the old Health Department was converted to the Director Research. The original responsibilities were to oversee comprehensive health data collection, analysis, and reporting. This included identification of voids, gaps, and barriers to the delivery of health services to insured and uninsured residents of Minneapolis.

The position is appointed and reports to the Commissioner of Health. Based on changes in duties that have occurred over the last several years the Commissioner of Health is asking for a new review to assess the proper classification of the position.

The current duties and responsibilities of the position include:

- Supervise a research staff of four epidemiologists, the MDHFS Healthy Start Program including a Manager, three Family Support Specialist positions and a Program Aide, and one Grant Writer who provides services for all of the MDHS Divisions.
- Design and implement major research projects, including establishing community partnerships and preparation of grant applications
- Supervise research, program, and grant writing staff, to increase staff expertise and ensure the highest standards of production, adherence to scientific and ethical standards, and applicable laws and regulations.
- Develop and modify programs designed to reduce racial/ethnic and socioeconomic health disparities by partnering with community leaders and agencies.
- Prepare written reports and oral presentations for grant funders, City Staff and Officials, community and professional organizations, the scientific community, and other public health, and health services researchers and practitioners.
- Manage data privacy, security, and retention, by researching and applying related laws, regulations, and supervising staff in the interpretation and application laws and regulations to specific programs, projects, and activities.

### **POSITON ANALYSIS**

The position still has its original mission of overseeing research and health data collection, analysis, and reporting. It has picked up several new responsibilities. One area in which the position has changed is in the areas of the MDHFS that it supervises. When it was originally established it was over just the Research Unit. Now it has added responsibility for the Healthy Start Program and for the grant writing in the MDHFS. In addition there is more responsibility placed on the position because of the nature of some of the specific grants being pursued. Several of those major grants that have been awarded are being supervised by the position.

Because the MDHFS has experienced reductions in funding it has opted to pursue more competitive large scale large scientific investigative grants. The position under study has been assigned to provide leadership in these grant writing efforts and grant approval process activities which are different from typical grant applications. They involve a considerable amount of scientific justification and substantial methodology detail, requiring the application of specific knowledge about how to proceed in making

application for these competitive grants. These efforts have resulted in several multi-year federal awards for study activities which the position now oversees. When the position was last reviewed it did not have these duties. Now, there is a requirement for the person occupying the position to be qualified as a 'principal investigator' and have good knowledge of how scientific study grants are awarded.

A third area where the position has changed is that due to management structure changes installed by the Commissioner of Health since 2004, the position has had increased involvement in shared responsibility for policy, programmatic, and fiscal decision making for the MDHFS. It has also assumed responsibility for making decisions and providing guidance to MDHFS staff regarding data privacy regulations.

### **PREREQUISITE KNOWLEDGE**

The historical requirements for the position were a Master's Degree in Public Health, Public Administration, Health Services research, or a related degree and five years of experience, which included senior management experience, with an emphasis in public health assessment, evaluation, and health planning. Now the knowledge requirements include a requirement for demonstrable experience and strong knowledge of the grantor rules, procedures and steps involved in securing the major research grants. These grants involve scientific research and the application for a grant must be authored by a trained person. The ideal person heading up the grant seeking for these kinds of grants needs to be experienced in the process, and they need to be scientifically trained and qualified and recognized as an investigator. This is the requirement for the position. The department has a need for someone who has a record of being published in peer reviewed journals.

Although the requirement is still a Masters Degree in Health Services Research or a related field, now the position requires more specific knowledge of specialized grant procedures, and more specialized scientific training. The knowledge required compares to other positions where specific specialized training is required. The Manager Grants and Special Projects is an example. It like the position under study, requires a Masters Degree and five years of experience in the field, with specialized knowledge of grantor rules, and knowledge of City procedures, including contract administration and budget procedures. A rating of 70, equivalent to the Manager Grants and Special Projects, and well below the rating for the Commissioner of Health, which requires a broader depth of knowledge, will be assigned.

### **DECISIONS AND ACTIONS**

As discussed above the position has taken on a variety of responsibilities in terms of areas supervised, and in relation to grant activities. It is now active in grant application preparation for large scientific research grants and supervises a variety of staff in various steps in the process. In the past the position managed smaller less complex grants. Now it manages several larger grants that have complex scientific research associated with them and more stringent reporting and monitoring requirements.

It also oversees the grant writing for other divisions in the MDHFS, a duty that was not part of the original responsibilities assigned the position. It has taken over management and supervision of the Minneapolis Healthy Start Program from another appointed position which was eliminated in 2003. It also has become much more involved in department-wide management. It takes responsibility for ensuring that the Health Department is in compliance with data privacy rules and regulations. Staff finds that the changes broaden the impact of the position on Health Department and City operations. It has a direct impact on funding for the MDHFS and the extent that the Department can be active in impacting health disparities between various populations and socioeconomic groups in the City. The rating here will be 65, slightly beyond the current rating, and that of the other Directors in the Health Department, and well below the Commissioner of Health.

### **SUPERVISORY RESPONSIBILITY**

The position supervises the Manager Healthy Start, four Epidemiologists, three Family Support Specialists, one Program Aide II, and the Administrative Analyst II (Grant Writer). The appropriate rating according to factor rating Guide for ten direct reports is 15.

### **RELATIONSHIP RESPONSIBILITY**

As part of the MDHFS management team the position meets regularly with the Commissioner of Health and other MDHFS Directors to discuss planning and decisions, and on-going activities within the Department. It has weekly contact with policy and program staff within the department to give advice and guidance regarding data collection, data privacy, and security issues. The position has monthly contact with the School Based Clinic management regarding on-going research projects.

The position has weekly contact with City Officials and staff responding to requests for information, reports, or answering questions about MDHFS work product. It works closely with the Youth Coordinating Board regarding 'youth and children's report card' issues. It has less frequent contact with other City Departments regarding a variety of issues that involve the MDHFS.

The position is in weekly contact with community clinics and social service agencies where research and other grant activity is taking place to provide guidance and oversight over program design and compliance. It meets with community leaders periodically to discuss projects and priorities.

Overall staff finds that contacts of the position are equivalent to the other directors in the MDHFS. The subject matter may be slightly different but the individuals and organizations contacted are very similar or the same, and the need to establish and maintain positive professional on-going relationships is the same. A rating of 65 will be applied.

## **WORKING CONDITIONS**

The position works primarily in an office setting with exposure to a personal computer. It has some meetings in agencies in the community. The rating here should be the same as other managerial classifications that work in indoor office settings. A rating of 20 will be applied.

## **EFFORT**

The effort in this position is primarily mental effort in designing complex research projects and participating in and overseeing the preparation of complex grant applications, and performing a variety of management and supervisory functions. There is pressure to complete complex applications before deadlines, up to eight times a year. There is also deadline pressure for grant reporting activities. Reports need to cover a variety of detail and meet rules and regulations. The position is involved in ensuring that grant activities are carried out accurately and according to the established rules and regulations. It provides program management over the Healthy Start area and supervision of 10 staff in areas assigned. It is involved in budget management. Overall staff finds that the rating here should be equivalent to the other Directors in the Health Department. Each has program management responsibilities and all are involved in projects, deals with grant applications, grant management, budget matters, and other related activities under pressure to meet deadlines. A rating of 50 will be applied.

## **CONCLUSION:**

According to the Commissioner of Health 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.**

The Director of Research and Program Development reports to the Department Head, the Commissioner of Health.

- 2. The person occupying the position must be part of the designated Department Head's management team**

The Director of Research and Program Development is one of four directors who along with the Commissioner of Health serve as the Department'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 position involve a great deal of discretion in the oversight of research efforts, supervision of program staff, and application for competitive grants. These activities require both the development of Department policies and the interpretation and implementation of City and Department policies.

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

The duties of the position require a high level of critical thinking and sophisticated decision-making. Expertise in research methodology, ethics and interpretation is an important skill set for the position.

**5. There is need for the person occupying the position to be accountable to, loyal to, and compatible with the Mayor, City Council, and the Department Head.**

Because the position is a key member of the Department management team, it is important that the person filling the position be both accountable to the Department Head and City elected leaders, but also an effective ambassador of information from those leaders to staff supervised by the position. The Director of Research and Program Development is also considered an opinion leader by Department staff beyond her division.

**RECOMMENDATION:**

Change the title and reclassify the position from Director Research and Assessment (Appointed) to Director of Research and Program Development (Appointed), allocated to Grade 12, (578 Total Points)

BENCH MARK CLASSIFICTIONS	FACTORS						Total	Grade
	1	2	3	4	5	6		
Manager Public Health Labs	65	65	15	45	20	40	523	11
Director Research and Assessment	65	60	10	65	20	50	543	12
Director Policy and Advocacy	65	60	10	65	20	50	543	12
Director Public Health Initiatives	65	60	20	65	20	50	553	12
Director Planning and Administration	65	60	30	65	20	50	563	12
Manager Grants and Special Projects	70	60	15	65	20	60	573	12
Commissioner of Health	90	85	45	80	20	70	770	17
Proposed Classification								
Director Research and Program Development	70	65	15	65	20	50	578	12

**DIRECTOR RESEARCH AND PROGRAM DEVELOPMENT    CODE: C**

**REPORTS TO: Commissioner of Health**

**SUPERVISES: Manager, Healthy Start, Epidemiologist, Family Support Specialist I and II, Administrative Analyst II, and Program Aide II**

**NATURE OF WORK**

The position is responsible for supervising research and assessment, grant writing and grant seeking, and the Minneapolis Healthy Start Program in the Minneapolis Department of Health and Family Support

**TYPICAL DUTIES AND RESPONSIBILITIES**

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

- Supervise a research staff of four epidemiologists, the MDHFS Healthy Start Program including a Manager, three Family Support Specialist positions and a Program Aide, and one Grant Writer who provides services for all of the MDHS Divisions.
- Design and implement major research projects, including establishing community partnerships and preparation of grant applications
- Supervise research, program, and grant writing staff, to increase staff expertise and ensure the highest standards of production, adherence to scientific and ethical standards, and applicable laws and regulations.
- Develop and modify programs designed to reduce racial/ethnic and socioeconomic health disparities by partnering with community leaders and agencies.
- Prepare written reports and oral presentations for grantor organizations, City Staff and Officials, community and professional organizations, the scientific community, and other public health, and health services researchers and practitioners.
- Manage data privacy, security, and retention, by researching and applying related laws, regulations, and supervising staff in the interpretation and application laws and regulations to specific programs, projects, and activities.

**MINIMUM QUALIFICATIONS:** Masters Degree in Public Health, Health Services Research, or a Related Degree

**MINIMUM EXPERIENCE:** Five years of experience which has included senior management , with an emphasis in public health assessment, and grant management

**LICENSES/CERTIFICATIONS:** N/A

**OTHER SPECIFICATIONS**

- Preference for a Doctoral Degree.
- Preference for a record of being published in peer reviewed journals.
- Demonstrable experience conducting major research projects, and a strong record of securing major grant funding.
- Strong knowledge of the federal grant making process.
- Strong leadership and management skills.
- Strong communication skills, and the ability to forge partnerships with diverse groups and teams in both the public and private sector.
- Strong knowledge of the federal grant making process.
- Advanced knowledge of the epidemiology, community health systems, qualitative, and quantitative data analysis, evaluation methodologies, information dissemination, and other assessment activities.
- Ability to develop screening and assessment tools and conduct psychometric analyses to establish reliability and validity.
- Thorough knowledge of planning, executing, and reporting controlled experimental and quasi experimental research in the social sciences.
- Good knowledge of data privacy, including medical data security protections, and research subject rules, regulations, and laws.

**WORKING CONDITIONS:** Normal

**PROMOTIONAL LINE:** APPOINTED  
**GRADE:** 12 (578Points)  
**RECLASSIFICATION:** January 2007  
**JOB SPEC:** January 2007

**CITY OF MINNEAPOLIS**





