

REPORT NO: 06-115
DATE: October 19, 2006
ANALYST: Betty J. Stanifer

CLASSIFICATION REPORT

PROPOSED TITLE: Deputy Director, Public Works (Appointed)

CURRENT TITLE: Deputy Director, Transportation Coordination (Appointed)

INCUMBENT: Vacant

REASON FOR REQUEST: Evaluation to ensure proper classification of an Appointed Position that is being reverted back to a previous title with comparable duties and responsibilities.

DATE QUESTIONNAIRE SUBMITTED: 10-16-06

DATE OF PREVIOUS STUDY: 7-10-03

DISPOSITION OF PREVIOUS STUDY: Established the Deputy Director, Transportation Coordination (Appointed) with 793 Total Points (Grade 17).

PERSONS INTERVIEWED: Steve Kotke; City Engineer/Director, Public Works

RECOMMENDATION: Re-establish the Deputy Director, Public Works (Appointed) allocated to Grade 17 with 793 Total Points.

In 1992 the Deputy Director, Public Works retired and the duties and responsibilities of the position were assumed by two Directors in Public Works who were working as a team with the previous City Engineer on resolving department-wide issues, including policy development, implementation of change and employee development. Two positions were established in 1993 as Assistant Director Public Works/Director Engineering Operations (758 Total Points) and the Assistant Director, Public Works/Director Transportation and Special Projects (728 Total Points); both at Grade 16 to replace the Deputy Director, Public Works. The idea of two Assistant Director position had grew out of the

concept of succession planning; allowing these two positions to acquire broad based knowledge and cultivate general management and leadership skills necessary to compete for the City Engineer position should it become vacant.

In 1998 pending the retirement of the Assistant Director, Public Works/Director, Transportation and Special Projects the City Engineer decided to reorganize and re-activate the Deputy Director, Public Works classification at Grade 17, shifting all of the responsibilities back to one position. Although the title had been eliminated the appointed slot had remained unused. The Assistant Director, Public Works/Director, Engineering Operations was appointed Deputy Director, Public Works and the two Assistant Director positions were eliminated.

In 2003 under the direction of a new City Engineer, the Public Works Department underwent reorganization in which the Deputy Director, Public Works would be again eliminated and a position was created at the Deputy Director level to focus on long and short term transportation issues and establish better coordination between all transportation functions. This reorganization resulted in the creation of the Deputy Director, Transportation Coordination (Appointed) at a Grade 17 with 793 Total Points. The position had oversight and coordination of the Transportation and Parking Services and Construction and Maintenance divisions with staffing of seven-hundred plus employees.

The Public Works Department is under new leadership and the new City Engineer is proposing re-creation of the Deputy Director, Public Works (Appointed) position. The position will be responsible for, but not limited to the performance of the following duties and responsibilities.

- Develop and administer departmental directives, goals, policies and budgets as directed by the City Engineer/Director, Public Works.
- Responsible for coordinating the daily operations of the department and management of Division Directors.
- Responsible for general oversight of CIP and budget development and implementation, and forecast future needs to achieve business planning objectives.
- Advise to the City Engineer/Director, Public Works on departmental opportunities and challenges and offer recommendations.
- Review, coordinate and respond to inquiries and complaints addressing the concerns and interests of the City Council, Mayor, City Departments, other agencies and the general public.
- Participate in the formulation and implementation of management recommendations as part of the Public Works Management Team.
- Assist in the development and implementation of management systems for long-range planning, resource management and compliance with statutory requirements and established policies and procedures.
- Establish and maintain effective working relationships with other governmental units and public and private agencies in matters relating to Public Works Management and engineering.
- Participate in the preparation and implementation of the Department Business Plan.
- Act on behalf of the City Engineer/Director, Public Works in his absence.
- Represent the department with internal and external agencies and coordinate department activities with other departments.
- Direct and participate in studies and projects relating to technical and administrative aspects of the public works function.

POSITION ANALYSIS

Although the intent here is to re-establish the obsolete Deputy Director, Public Works (Appointed), which provided department-wide leadership in all areas of public works performing comparable duties and responsibilities; a brief review of the factors is being conducted to ensure the appropriate fit in the hierarchy.

PRE-REQUISITE KNOWLEDGE

Candidates applying for the position are required to have a minimum of a Bachelor's Degree in Engineering and be registered as professional engineers in the State of Minnesota with a minimum of seven years of progressively responsible supervisory experience, which have included at least of Public Works management experience working in a large, complex organization in a union environment. Candidates would need technical engineering knowledge; a high level of managerial and administrative knowledge and skill; knowledge of the City's purchasing, budgeting and contracting procedures and City Council procedures; knowledge of technology and management of major re-engineering initiatives; and knowledge of revenue enhancing opportunities, including assessments and other taxing vehicles, as well as grant funding and other revenue generating efforts. Successful performance in the position will require the ability to manage a large, complex organization; the ability to manage large, multi-faceted budgets; and proven ability to manage change. The individual hired would need excellent interpersonal skills; excellent written and verbal communication skills. It is assumed by the nature of the work, the incumbent will need to keep abreast of technological changes in the field, and with changes in State and Federal Standards and regulations that affect operations and they way things are done. The level assigned on this factor is comparable to the obsolete Deputy Director, Public Works (Appointed) position; the same pre-requisites were required for that position. A rating of 80 is being assigned.

DECISIONS AND ACTIONS

As second in command, the incumbent in the position will work with considerable independence in providing coordination and oversight of public works activities; working with the Division Directors in setting overall goals and resolving issues. The position will handle most issues that arise within the department on their own with the exception of contacts with the press or in situations that involve elected officials. Major policy and change management initiatives will be reviewed/approved by the City Engineer/Director, Public Works.

Resources used most frequently used in making decisions, resolving problems or taking other action would include consultation with the City Engineer and Division Directors, departmental policies, attorneys, ordinances, Procedural or Operational Manuals , Consultants and experience.

This position is the top managerial and coordinating position in the department having authority equivalent to that of the obsolete Deputy Director position. A like rating of 80 is being applied.

SUPERVISORY RESPONSIBILITY

This position will report directly to the City Engineer/Director, Public Works with the Management Services, Administrative Services, engineering Services, Equipment Services, Solid Waste and Recycling, Water, Field Services, Traffic & Parking Services and Winter Operations Division Directors reporting to the Incumbent. The position will have indirect supervision over the twelve hundred plus employees supervised by the nine division directors. The appropriate rating being assigned on this factor is 100.

RELATIONSHIPS RESPONSIBILITY

Interaction with a wide variety of people is critical to the success of the proposed position, whether on a daily, weekly or monthly basis. Internally, the incumbent will have daily contacts with the City Engineer/Director, Public Works and the Public Works Division Directors on management and coordination. Weekly internal contacts will include Public Works Managers and Engineers for project status updates; with CPED on Public Works Planning efforts; with the City Coordinator on management activities; with Finance for budget/finance coordination and with the HR Generalist on personnel related issues. The position will experience monthly relationships with Police and Fire in managing Public Works emergencies; with the City Council and Major's Office to respond to concerns, and provide updates; and with Labor Unions to respond to issues.

The position will have weekly contacts with citizens to respond to concerns; and with Federal, State, local agencies and business leaders to network and collaborate.

The relationships are much the same as those of the obsolete Deputy Director, Public Works, requiring a high degree of tact, diplomacy and persuasive ability were relationships are critical to the operations of the department and in functioning as the City Engineer's principal representative.

WORKING CONDITIONS

Historically, City executive levels position are rated at 20 on this factor to reflect an office setting with daily exposure to computers. Typically, these positions are expected to attend evening or weekend meetings are required should the need arise. The rating of 20 previously assigned is being retained.

EFFORT

The responsibility of assisting the City Engineer/Director, Public Works in managing the department places considerable mental stress on the position. There is the expectation of meeting a variety of deadlines including Council directives, budget and project schedules while managing complex work units that provide a variety of services to both internal and external customers on a daily basis with an ever present need to pay close attention to detail. Staff feels that the rating of 75 is still warranted on this factor.

CONCLUSION

Reactivation of the Deputy Director, Public Works with the same points as previously assigned is appropriate. This will fill the void left by the elimination of that position to create the Deputy Director, Transportation Coordination removing the focus on Transportation to provide department-wide leadership in all areas of public works. As proposed the position will assist the City Engineer/Director, Public Works by coordinating and managing broader departmental operational issues.

The Deputy Director, Public Works (Appointed) is being established under Section 20.1010 of the Minneapolis Code of Ordinances and will be funded within the current budget by changing the title of the Deputy Director, Transportation Coordination. The Appointing Authority will be the City Engineer/Director, Public Works. According to the Appointing Authority the position meets the criteria for Appointed Positions as outlined in the City Ordinance.

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 position will report to the City Engineer/Director, Public Works.

2. The person occupying the position must be part of the designated department head's management team. (Provide the position titles of all staff on the management team).

- City Engineer/Director, Public Works
- Deputy Director, Public Works (Proposed)
- Director, Administration (Public Works)
- Director, Management Services
- Director, Water Works
- Director, Solid Waste & Recycling
- Director, Field Services
- Director, Engineering Services
- Director, Winter Operations
- Director, Traffic & Parking
- Director, Equipment Services
- Director, Property & Equipment 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 the policy and management direction set by the City Engineer/Director Public Works.

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

- The Deputy Director provides leadership for the Public Works Department. While the Director will have significant technical experience in the field, he/she is supported by others in the department, 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.

- The position will require a close working relationship with the City Engineer/Director, Public Works for policy development and implementation. The position is ultimately accountable and loyal to the City Engineer/Director, Public Works, the Mayor and the City Council.

RECOMMENDATION

Re-establish the Deputy Director, Public Works (Appointed) allocated to Grade 17 with 793 Total Points.