

REPORT NO: 06-52
DATE: April 26, 2006
ANALYST: Betty J. Stanifer

CLASSIFICATION REPORT

PROPOSED TITLE: Director, Business Administration

CURRENT TITLE: New Position

INCUMBENT: Vacant

REASON FOR REQUEST: Evaluation to ensure proper classification of a proposed appointed position at the Minneapolis Convention Center.

DATE QUESTIONNAIRE SUBMITTED: 3-16-06

DATE OF PREVIOUS STUDY: ---

DISPOSITION OF PREVIOUS STUDY: ---

PERSONS INTERVIEWED: Anthony Lopez; Assistant City Coordinator, Convention Center
Chris Larson; Director, Facility Services
Jeff Johnson; Director, Event Services

RECOMMENDATION: Establish the proposed position Director, Business Administration (Appointed) at a Grade 12 with 563 Total Points.

In a recent organizational assessment the need for a position that would consolidate employee issues and business services was identified. The Convention Center is proposing the creation of an Appointed Position that will oversee the Business Services component of the existing Facility Services Director position and take on the additional responsibility of consolidating and managing all employee related programs. This would include responsibility for MCCU Administration, Business Planning, Budget Preparation, Workforce Planning, Business Continuity, Diversity Planning, Human Resources, and Finance and Accounting. The position will be responsible for the overall management of all

administrative and employee related services. The position will work with the Executive Management Team and Management Team to ensure that employees are given the resources, training, and recognition required to exceed the level of service expected from a world class public assembly facility. Additionally, it will lead all ongoing budget and business planning efforts while coordinating the interactions of the Convention Center with the Finance and Human Resources and participating in the development of facility policy and organizational direction. Specific responsibilities of the position will include, but not be limited to the following.

- Oversee the recruiting, hiring, training, developing and evaluating of all personnel in the Employee and Business Services Department.
- Lead ongoing review and modification of employee policies and procedures for all departments; work with the Management Team to review and modify all policies and procedures to promote clarity and consistency; ensure that modifications to employee policies are presented to affected bargaining units for comment; and communicate modifications to employees prior to enactment.
- Oversee all facets of employee education, training and mentorship programs; including but not limited to formal ongoing facility wide and departmental skills and competency training, individual personal development programs, and formal and informal mentoring programs.
- Oversee employee recognition and incentive programs and employee focused social and teambuilding events which encourage excellence in the pursuit of the mission, vision and values of the Convention Center and the City of Minneapolis.
- Coordinate investigation and response efforts with Human Resources, the City Attorney's Office and Convention Center Management for all employee complaints and/or legal actions.
- Manage Convention Center budget and business planning efforts; reconciling internal planning processes with city-wide business planning requirements; developing, implementing, and administering annual business planning schedule and process; and presenting timely budget reports and analysis to the Executive Management Team and Management Team.
- Develop, maintain and enhance current and future financial systems to support business plan initiatives.
- Develop, maintain, analyze and report detailed contract and labor cost data and provide timely financial analysis relating to profitability/productivity.
- Manage and monitor purchasing procedures and activity across all departments, provide guidance for research and writing of bid specifications and ensure facility wide compliance with City purchasing guidelines.
- Responsible for financial/cash control mechanisms and internal audit procedures and policies as well as conducting regular audits of all cash handling operations in the facility.
- Develop and monitor contracts for revenue producing vendors and outside services for the facility as well as providing contract oversight for departments with external contracted services.
- Participate in department specific budget meetings and provide expense projections. Prepare and monitor administration budget including verification of proper coding of all departmental purchases and ensuring accurate accounting.
- Oversee development, implementation and modification of all practices related to collecting, distributing and publishing performance measures and management data.
- Ensure compliance with all federal, state, and city employment laws, codes, and policies including, but not limited to Respect in the Workplace, Ethics, Equal Opportunity, Loss Prevention, Return to Work programs, etc.
- Conduct regular facility tours, meeting formally and informally with employees, and developing

and administering appropriate feedback instruments to evaluate overall employee environment and identify opportunities for improvements to assist in the pursuit of the organizations mission, vision and values.

- Work with Convention Center personnel to provide a respectful, productive work environment free from discrimination, harassment and institutional barriers to individual development.
- Represent the Convention Center at City Council meetings and intra-city department meetings as required.

POSITION ANALYSIS

PRE-REQUISITE KNOWLEDGE

The Convention Center is requiring that candidates for the position possess a Bachelor's Degree in Business Administration, Public Administration, Finance, Human Resources, a related field or equivalent with a minimum of three years experience in top level management in a public assembly facility and/or three years experience in a management position in the delivery of administrative services in a State, County or City government environment. Candidates must have demonstrated knowledge of event and operational budgeting; principles of public facility management; strategic planning; business planning processes and forecasting; public finance and budgeting processes; collective bargaining and collective bargaining processes. He/she would need knowledge of human resources specifically as it relates to the Americans with Disabilities Act and hiring processes; the Family Medical Leave Act; Federal and State of Minnesota Civil Rights Legislation, employee training development; reward and recognition programs and conflict resolution. The ideal candidate would also have demonstrated computer skills, negotiating skills, teambuilding skills; excellent oral and written communication skills; good leadership skills; and good supervisory skills.

The new position is parallel in level of competence and in the level of education required for entry into the position to the Director, Facility Services and the Director, Event Services although the areas of expertise differ in many respects; each requires a Bachelor's Degree with a minimum of three years of related experience. As with the knowledge requirements for the Event and Facility Services positions, there is an overlap in the knowledge requirements for this position, i.e., knowledge of the principles of public facility management; operational budgeting; applicable life and safety codes; collective bargaining and grievance processes, conflict resolution, team building, etc. There is a need for the individuals to possess strong decision-making and problem solving skills, and excellent oral and written communication skills in all of the positions. Then, there are competencies required that are specific to each of the positions individually, however, these too are equivocal. A rating comparable to what is assigned the other Director positions at MCC is justified. The position is being assigned 70 on this factor.

DECISIONS AND ACTIONS

The Incumbent hired in the position will report directly to the Assistant City Coordinator, Convention Center and will work with considerable latitude in running the day-to-day operations of Employee and Business Services Department. The Incumbent will independently authorize departures from Convention Center employee policy in mitigating circumstances; settle employee complaints and

grievances; establish planning schedules with the management team; and select and manage employees in the Employee and Business Services division. Problems handled most frequently without supervisory input would include reconciliation of employee issues; addressing any shortfalls in service delivery with other City departments or contracted service providers; building consensus or understanding between groups with divergent interests, etc.

Decisions and actions reviewed/approved by the Assistant City Coordinator, Convention Center would include the hiring of reporting managers; determining annual operating budgets for the department; permanently modifying Convention Center employee policy; modifying the Business Planning process for the facility and implementing employee related programs.

Historically, the Convention Center has had problems with employee morale and the Organizational Assessment addressed how they were doing with employees. This position will be the leverage point in addressing the identified needs; making it of considerable importance to the goals of the Convention Center. The decisions made and actions taken by this position will reflect success or failure and impact departmental goals.

While the level of independence in this area is similar in many respects to that of the Director, Administration Public Works (Appointed) or the Manager, Staff Services who has considerable autonomy to make decisions and actions within a defined scope; the area of decisions making is broader. This position is responsible for personnel issues, complaints, strategic planning, workforce development and organizational development. The proposed position's area of decision making covers more disciplines and therefore should be rated slightly higher. A rating more in line with what is assigned the Director, Event Services and the Director, Facility services would be comparable although the areas of expertise are and the types of decisions and actions are different. A like rating of 65 is being applied.

SUPERVISORY RESPONSIBILITY

As proposed the new position will supervise the Business Services Manager, an Office Support Specialist II, and Office Support Specialist III. A rating of 5 is being assigned in accordance with the Supervisory Responsibility Factor Rating Guide.

RELATIONSHIPS RESPONSIBILITY

The majority of contacts experienced by the Incumbent in the proposed position will be within MCC on a daily basis with the Assistant City Coordinator, Convention Center for direction, updates, and exchange of information; with the Convention Center Directors to coordinate services; and with Convention Center staff to understand issues and establish and maintain rapport. Contacts with other City department will be daily with Human Resources on personnel issues, hiring, disciplinary actions, bargaining agreements, and coordination of employee programs; and with Finance for financial reports and information and to manage business planning and budget processes. The position will have contacts on a less frequent basis with Department Heads to coordinate issues related to the Convention Center.

Externally, the incumbent will have contacts with Business Agents to discuss issues and major grievances and informational meet and confer sessions related to employee policy as required. He/she will work with other Convention Centers and related businesses to identify Best Business Practices on an ongoing basis; and work with Convention Center Vendors for contract administration and to coordinate employee services as needed.

While the relationships experienced by the position are not as broad or as frequent as those experienced by other Directors at the Convention Center, they are equally important to the area assigned. In each case the relationships have some things in common; i.e., to continually improve the delivery of services to the customer; maintain a high public image, positive attitude and positive demeanor; interact in a courtesy manner; respond to and resolve problems, etc. to fulfill the goals of a higher level of marketing at the Convention Center in the assigned area. The Director, Event Services and the Director, Facility Services are front line key players in continually improving the delivery of services and marketing; while the position under evaluation works behind the scenes and would have a slightly lower rating in this area. A rating of 55 comparable to what is assigned the Event Services Manager (Appointed) would appear appropriate.

WORKING CONDITIONS

The incumbent will work primarily in an office setting with daily exposure to computers, telephones and cellular phones; and will also work in MCC public and service areas to assist with employee related issues. The position is being assigned a rating of 20 on this factor; one which is typically assigned to positions of this type.

EFFORT

Due to the nature of the work and the complexity of the Convention Center, the incumbent in the position will deal with problems and issues with pressure to provide quick and final answers or solutions that are complex and in many instances controversial, which will cause considerable stress. The incumbent will deal with deadline pressures based on planning cycles, grievance and investigative processes, and completion of complex projects in well defined time frames. There is also a need to pay close attention to detail in contracts, financial statements, reports, etc. And there is additional stress experienced related to dealing with difficult personal and professional employee issues on occasion. The rating would not be as high as what is assigned the Facility and Event Services Directors who are under constant deadlines and time pressures based on the cycle of events moving in and out of the Convention Center and balancing the demands of customers with operational resources. A rating between that of the aforementioned Directors and the obsolete Director, Sales at the Convention Center would be appropriate. A rating of 60 is being applied.

CONCLUSION

According to the Assistant City Coordinator, Convention Center 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.**

Yes – The position will report to the Assistant City Coordinator, Convention Center

- 2. The person occupying the position must be a part of the designated Department Head's Management Team.**

The position will be a part of the Executive Management Team and the Management Team.

- 3. The duties of the position must involve significant discretion and substantial involvement in the development, interpretation or implementation of City or departmental policy.**

The position will be involved in facility-wide policy decisions affecting all aspects of the business as a member of the Executive Management Team. Additionally, they will have primary responsibility for development, review, and modification of Employee Policies.

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

This position does not primarily require technical expertise. It has responsibility for a variety of administrative and managerial functions.

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

Yes – This position must fit appropriately into the management structure of the City of Minneapolis and Minneapolis Convention Center and must make consistent decisions in the interest of both.

RECOMMENDATION

Establish the proposed position Director, Business Administration (Appointed) at a Grade 12 with 563 Total Points.