

Executive Position Description
for
Director of Civil Rights



MISSION

Through vigorous enforcement of the civil rights laws, education, mediation and conciliation, The Minneapolis Department of Civil Rights strives to eliminate unlawful discriminatory practices, thus promoting the health, welfare, peace, and safety of the community.

<http://www.ci.minneapolis.mn.us/civil-rights/>

On behalf of our client, the City of Minneapolis, KeyStone Executive Search is conducting a retained search for the new Director of Civil Rights.

ORGANIZATION BACKGROUND

A BRIEF HISTORY OF CIVIL RIGHTS PROTECTION IN MINNEAPOLIS

Protection of civil rights within the City of Minneapolis can be traced back a half century, to 1946, when, by executive order, Mayor Hubert H. Humphrey established the Mayor's Fair Employment Practices Commission to assure equal access to jobs in the City for all citizens. In the early 1950s, the City Council enacted the Minneapolis Fair Employment Practices Ordinance, creating its own agency -- the Minneapolis Fair Employment Practices Commission. Co-existing until the mid-1950s, each agency pursued slightly different missions, though neither possessed enforcement authority. The Mayor's Fair Employment Practices Commission focused on identifying employers who openly discriminated against non-white persons and religious minorities (at that time, primarily Jewish citizens), and persuading them to cease such practice. The City Council's Fair Employment Practices Commission investigated individual complaints of discrimination based on race, religion or national organization.

In 1955, the two agencies were merged to form the Fair Employment Practices Commission (FEPC). This commission soon gained national recognition for its work. Some members were chosen to serve on a special committee to advise the President of the United States on the formation of the Federal Equal Opportunity Commission under Title VII of the U.S. Civil Rights Act of 1964. The FEPC was instrumental in achieving

expansion of the Minneapolis Fair Employment Practices Ordinance, which extended the agency's authority into the areas of housing, education, public services and public accommodations.

Several years later, the development by Mayor Art Naftalin of a "Blueprint for Action" led to the passage of the State Enabling Act, which provided the FEPC with a degree of enforcement authority, and, in August 1967, the passage of the Minneapolis Civil Rights Ordinance, which created the Human Rights Commission (renamed the Commission on Civil Rights in 1975) as an advisory and adjudicative body, and the Department of Civil Rights as an administrative and investigative body.

The Minneapolis Civil Rights Ordinance was strengthened in 1974. The Executive Director of the Department of Civil Rights was given expanded powers to obtain subpoenas from the District Court to aid investigations and to petition the same court for Temporary Restraining Orders (TROs) to protect complainants as well as to provide relief for a complainant pending final disposition of a discrimination charge. Subsequent amendments to the ordinance extended statutory civil rights protections, prohibiting discrimination in employment, labor organization membership, property rental and purchase agreements, lending, access to and use of public accommodations and public services, and membership in professional organizations. In addition, "redlining" - the practice of failing to offer access to mortgages, loans and insurance to residents of certain neighborhoods - and reprisals based on a person's association with individuals of other protected classes, filing a complaint, participating in an investigation or protesting discrimination in the workplace were made illegal. Finally, coercion regarding the exercise of real estate rights and the aiding and abetting of discrimination was proscribed.

In 1991, a new section was added providing for the registration of Domestic Partners with the Office of the City Clerk, and, in 1995, another amendment provided an option for parties to a case to voluntarily enter into mediation prior to the holding of a public hearing on the complaint.

The Minneapolis Civil Rights Ordinance enumerates human rights for all residents of the City of Minneapolis. It is one of the most comprehensive in the nation, prohibiting discrimination based on race, color, creed, religion, national origin, ancestry, gender, age, disability, affectional preference, status with regard to public assistance, and marital status. Equally important, the ordinance establishes mechanisms for implementing and enforcing the strict anti-discrimination provisions.

POSITION OVERVIEW AND ACCOUNTABILITIES

The Director of Civil Rights serves as the chief executive for the City department that receives and investigates discrimination complaints city-wide, monitors city and independent board contractors' affirmative action plans and programs, administers administrative hearings in discrimination cases and through the Civilian Review Authority investigates and adjudicates citizen complaints of misconduct.

The Director of Civil Rights is appointed by the Mayor, approved by the City Council and works in concert with the Civilian Review Authority, Commission on Civil Rights

and all City Departments. Astute about the internal and external forces that influence Civil Rights, the Director is responsible for leading, directing and managing in a manner consistent with the mission, vision and values of the City of Minneapolis.

Direct reports to the position include the Director of Outreach and Enforcement, the Civilian Review Authority Manager and Complaints Investigation Coordinator. The Civil Rights Department has an overall budget of approximately \$2.4 million and nineteen full time employees.

The primary roles to be played by the Director of Civil Rights include:

Team Focused Manager –Builds and fosters a strong, functional, cohesive team that emphasizes accountability for results through all levels of the Department. Encourages and expects employees at all levels to work together effectively across organizational units, functions, disciplines and/or other groups. Creates a culture of collaboration throughout the organization. Builds the discipline and capacity for getting things done. Knits the organization together. Develops a culture of teamwork in which individuals challenge and support each other to tackle critical strategic questions and issues. Creates focus and stays the course.

Strategic Leader- Takes leadership responsibility for addressing new challenges, controversial issues or necessary changes. Recognizes how the Civil Rights Department fits in the overall structure of the City Government and leads the Department in effectively partnering with both internal and external customers. Demonstrates that maintaining effective working relationships (inside and outside the organization) is a priority. Readily moves issues ahead even when there is no clear consensus; knows when it is appropriate to take a bold direction. Willing to take calculated risks and adjust actions as events unfold. Brings difficult issues to the table and challenges others to think broadly. Solicits opinions and input, and takes others' needs and interests into account in devising solutions. Skilled at resolving conflict. Continues to support leadership excellence and development, giving people significant accountability and expecting them to be strong leaders in their own right.

Responsibilities for the position include:

- Directs and manages the Civil Rights function for the City of Minneapolis, including contract compliance, complaint investigation and women and minority owned business programs.
- Together with the Civilian Review Authority investigates and adjudicates citizen complaints of police misconduct.
- Oversees and manages all aspects of the department in the areas of administration, finance, personnel and program initiatives.
- Partners with other City department heads to develop action plans that support City and/or department goals and initiatives.
- Develops and administers policies and organizational and operational objectives to carry out the objectives of the Civil Rights Ordinance, including oversight of the investigations and determinations on complaints of discrimination city-wide.

- Determines department-wide staff development needs, and oversees implementation of development programs. Promotes participation in continuing education programs
- Monitors City and independent boards to ensure that contractors with the City are in compliance with the Civil Rights Ordinance, including reviewing Affirmative Action Plans, ensuring compliance with the Davis-Bacon Act, and issuing certificates of compliance to contractors.
- Provides support for the Civil Rights Commission Reviews and updates ordinances to keep abreast of a changing environment.
- Develops, implements and manages the Small Business Underutilized Enterprise Program.
- Monitors contractors' adherence to HUD's Section 2 requirements.
- Coordinates and aligns department priorities with policy priorities established by the City Council, courts and new legislation.
- Issues legal determinations on civil rights related issues.
- Develops relationships and partnerships with attorneys, community leaders, business executives, and city officials to collaborate on various civil rights related issues.
- Engages in mediations and administers administrative hearings relative to resolving disputes.
- Represents the City in various forums.

QUALIFICATIONS

The ideal candidate for this position is a seasoned and visionary professional with a deep commitment to Civil Rights. He or she sees Civil Rights as a vocation and service to the organization or the community stands as more important than personal ambition. The individual will be flexible and will thrive in ongoing conditions of change and ambiguity. A Bachelors Degree in Human Relations, Management, Law or a related field of study is required along with a minimum of five years of leadership experience in the areas of human/race relations, civil rights, affirmative action and/or dispute resolution. Other requirements include:

- Knowledge of federal, state and local anti-discrimination laws and knowledge of Minneapolis Civil Rights Ordinances.
- Knowledge of the legal system, case law and court decisions related to Civil Rights
- Familiarity with the construction of major projects from development through completion, including the bidding process, the trades and the different phases of construction.

In addition to these requirements, the City of Minneapolis has identified the following eight Leadership Characteristics for a successful department head:

Leadership and Organizational Development: Enthusiastically talks about what the department does and why they do it in an accessible; creates a commitment to a future vision that is full of possibilities and inspires others to share in the department's performance, development, and effectiveness.

Honoring and Respecting Diversity: Works to create greater racial, ethnic and cultural diversity within their staff at all levels; develops action plans that lead to appropriate decisions regarding staffing, employee training and development, and service delivery. Actively supports the City's diversity initiatives and works to address the needs of diverse and underserved communities.

Human Resource Development and Management: Creates and sustains an environment that enables others to act within City values; encourages and supports staff development; recruits talented people; values, supports and rewards teamwork; builds strong team spirit and morale; creates stretch goals and challenging assignments; celebrates successes and milestones; listens to ideas and provides opportunities to contribute; sees mistakes as opportunities for growth; communicates support through words and actions.

Customer and Partner Focus: Expects all staff to provide great customer service; works across departments to form partnerships that foster better citizen services, eliminates barriers to achieving results; builds alliances with key decision makers, private and/or non-profit organizations to take full advantage of available resources.

Strategic and Business Planning: Establishes common sense principles and strategies connected to the department's 5-year business plan. Gets results and adds value to the organization by turning strategy into results; assumes responsibility for achieving business results; plans for policy change that supports new strategic directions; supports policies that measurably improve people's lives; pays attention to the future cost of policies.

Information Analysis and Financial Management: Maintains key information systems that add value to the business; expects the proper use of key systems and knowledge sharing to provide accurate, complete data to internal/external customers; gets rid of obsolete systems and ineffective processes; is a responsible steward of the City's resources; works to reduce the City's exposure risk and to enforce loss prevention activities.

Performance Measures and Business Results: Gets the job done; acts decisively with a sense of urgency in ambiguous situations; gets involved when achievement of a goal is at risk; quickly mobilizes resources to address a problem or change; encourages staff to be flexible and adaptable so innovation can drive value and deliver results; prioritizes, organizes and delivers results on multiple projects.

Ethics and Integrity: Leads by example; always tells the truth; demonstrates honest and ethical behavior in all interactions; builds trust with others; courageously stands up for own beliefs; is forthright when sharing information; works without hidden agendas; follows through on commitments.

COMPENSATION

This is an appointed position with a salary commensurate with past leadership experience. A full benefits package includes but is not limited to: health and dental insurance, flexible spending accounts, disability insurance, employee assistance program, vacation, sick leave, pension plans, and deferred compensation retirement savings.

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