

TO: Personnel Board

FROM: Julie Trimbell, Human Resources

DATE: December 18, 2013

SUBJECT: Process Improvement Specialist – Information Technology Department

Information Technology Director Paul Kronberger requested the creation of the new position within the 2014 budget, which will be responsible for business analysis, project management, meeting facilitation, strategic planning, and training. The position description for the approved position is attached. The position was created as a Management Information Specialist 3 (MIS 3) in the 2014 budget. Based on a review of the position description, discussions with Mr. Kronberger, and a review of other positions in the City's classification plan, I recommend deleting the MIS 3 position and creating a position in the new classification of "Process Improvement Specialist" with placement at the same level as MIS 3, CG18, Range 10, for the reasons outlined in this memo.

Information Technology proposed the creation of the new classification to improve overall communication and coordination of technical projects throughout the City, and to improve internal operations within the Information Technology Department. The proposed position description includes the following significant duties:

- Assist with business analysis discussions and business process reviews as a member or leader of a project team
- Lead process reviews for specific city agencies or multi-agency projects
- Lead process reviews of internal IT processes
- Make recommendations for improving internal IT processes
- Assist/lead in Request for Proposal process
- Facilitate meetings involving diverse stakeholders (e.g. multi-agency)
- Develop and help manage project-specific communications plans and communications with IT's customers
- Work with diverse city staff to gain consensus on decisions/issues through collaboration.
- Provide training to IT staff on Business Analysis, Project Management, and Communications
- Identify career development needs in the IT Department and training resources for IT staff
- Participate in and lead department and city information technology planning, prioritization and periodic review
- Identify and articulate needs for common city processes and business functions
- Work with city agencies and IT staff to better align IT planning with agency business needs
- Proactively identify and propose ways for IT to serve as a change agent for the City
- Lead in the development and updating of Strategic IT Plans
- Evaluate and recommend planning methodologies
- Develop methods to increase city agency participation in strategic planning
- Participate in department planning to determine priorities and develop resource allocations

In reviewing the duties and responsibilities of the position, and comparing to other similar classifications, placement in CG18, Range 10 appears to be most appropriate.

The classification of Organizational Improvement Specialist in CG18, Range 08 was reviewed for comparison and appears to align relatively well with the Process Improvement Specialist classification. The General Responsibilities of the Organizational Improvement Specialist are:

This is responsible professional work in providing consultation and training to various City departments on a variety of organizational development strategies. Work focuses on facilitating team building, improving inter/intra-team communications, promoting quality improvement and process development efforts, and communicating relevant organizational improvement tools and concepts to customers. Under the general supervision of the Organization Development and Training Officer, the employee must exercise considerable judgment and discretion in meeting established objectives.

Both classifications are professional level and have responsibility for facilitating meetings, quality and process improvement, training, and strategic planning. Each classification is required to work and coordinate with various other City agencies. Neither classification has direct responsibility for supervision, but both have leadership responsibilities. The key difference between the classifications is that the Process Improvement Specialist must be experienced in business analysis and process analysis, and be able to understand highly technical issues and terminology to successfully fulfill the responsibilities of the classification. In addition, the incumbent will report directly to the Information Technology Director.

In comparing current classifications within the Information Technology Department, the Management Information Specialist series was reviewed. The Management Information Specialist 1 is an entry level classification working on more routine assignments. The Management Information Specialist 2 is the objective level of the series. At this level, work is performed with a higher degree of independence, discretion, expertise, complexity and implicit responsibility. Incumbents at these levels would not possess the breadth of knowledge and experience required of the new classification.

According to the Management Information Specialist series class specification, "... higher level positions within the series are characterized by increasing independence, judgment, discretion, responsibility, initiative, coordination, planning, conflict resolution and leadership." The Management Information Specialist 4 exercises significant leadership responsibility over lower level Specialists and acts on behalf of the section supervisor as assigned. Although the Process Improvement Specialist will have some leadership responsibility, it will not be as direct or as continuous as the level 4 Specialist. Therefore, the Management Information Specialist 3 seems most appropriate as it involves some team leader responsibility, training responsibility over lower level staff, as well as increased judgment, discretion, responsibility, initiative, coordination and planning.

Because the level of work performed is most commensurate with the Management Information Specialist 3 in CG18, Range 10, I recommend creation of the Process Improvement Specialist classification in CG18-10, deletion of the Management Information Specialist 3 position, and creation of the new position in the classification of Process Improvement Specialist.

We have prepared the necessary Ordinance and Resolution to implement this recommendation.

Editor's Note:

Compensation Group/Range	2014 Annual Minimum (Step 1)	2014 Annual Maximum (Step 5)	2014 Annual Maximum +12% longevity
18/10	\$60,311	\$72,482	\$81,172

cc: Paul Kronberger, Information Technology Director