

To: Personnel Board

From: Emaan Abdel-Halim, HR Services Manager

Date: January 9, 2023

Subject: Organizational Development & Training Officer–HR Department

The Human Resources Department received a request on July 15, 2022, from former HR Director Harper Donahue to reallocate the employee, Amy Deming, of position #864 to the budgeted level of Organizational Development & Training Officer in CG18, R12 based on increased duties and responsibilities. After reviewing the updated position description and new duties that the incumbent has performed, I agree with the request for the reasons outlined in this memo.

The class specification for the Organizational Development & Training Officer describes the work as:

...highly responsible professional and consultation work in **developing and implementing** the City's organizational health and development program and associated activities. The position encompasses a wide variety of efforts aimed at improving the city's ability to deal with systemic and situational problems through organizational development strategies, employee engagement and equity implementation, performance improvement, quality improvement, change management, and training. Under the general supervision of the Organizational Health and Development Manager, the incumbent provides consultation at all levels of the organization and **exercises a high degree of independent judgment and discretion** establishing and achieving program goals. [emphasis added]

Relevant sample duties include:

Administer and manage City-wide organization development and training programs. Assist in the development and implementation of the city-wide organizational health and development program designed to optimize organizational performance. Provide for training and educational needs assessments. Help provide for mission and goal development for the Organizational Health and Development program that supports the HR mission as well goals and milestones established by the Mayor and Common Council for the City. Direct, and/or participate in, the development of organizational development and training resources, materials, and facilities. Keep abreast of current trends in training, organizational development, and performance management. Research, recommend, and implement the latest in technology to enhance training delivery and meet the needs of the organization.

Participate in the planning, development, coordination, and implementation of diverse human resource and organization improvement initiatives, projects, and activities, as assigned by the Human Resources Director and/or the Mayor. ...Work with various agencies in the identification of problem solving/quality improvement strategies; and facilitate, and/or oversee, cooperative efforts to enhance work unit performance.

Amy Deming was hired in the City's HR Department in May, 2021, as an HR Analyst 3, in CG18, R10, underfilling an Organizational Development & Training Officer position. The intent was to underfill this position within the Organizational Development (OD) unit to allow for someone to come in and learn about the Department and OD unit without having to have the full range of skills to independently perform as an Organizational Development & Training Officer immediately. Rather, this will allow for the gradual build-up of responsibilities so that in time, the employee would advance to the full performance level.

Starting in December, 2021, A. Deming was given independent responsibility to oversee and develop the City’s leadership development strategy. This includes conducting a needs assessment to determine leadership development needs, curriculum development based on the outcome of the needs assessment, and development and delivery of related training. The City’s leadership development strategy is a multi-faceted approach that includes an orientation for supervisors, values-based leadership training and skill development, the development and creation of management skills webinars, creation and consolidation of on-line resources for supervisors, and the development of an overall Leadership Development program. While parts of these programs have been in place for years, A. Deming is responsible for bringing them together into a comprehensive leadership development program for all City leaders. This includes working with people at all City agencies to acquire information on needs, as well as to disseminate information on the programs. A. Deming works directly with City leaders on the delivery of information, and is responsible for collecting feedback and incorporating that information into future iterations of the program. Some examples A. Deming has demonstrated include the complete overhaul of the Supervisor Resources webpage for one stop access to information supervisors need in real time. Additionally, revamping the Supervisor Development Program to focus on more immediate needs with an orientation designed for new supervisors; as well as an opportunity for networking to create space for sharing challenges and successes in their supervisory roles. Lastly, A. Deming is currently working on design and implementation of a mentorship and leadership development program and an executive level 360 degree feedback tool; both slated to launch in 2023. This is exactly the high-level, independent programmatic responsibility that is described at the Organizational Development & Training Officer level. This work is directly consistent with the first paragraph above under the sample duties section of the class specification. As a result, A. Deming is now performing at the higher level and should be reallocated to the budgeted level of Organizational Development & Training Officer.

Based on the findings of this position study, I recommend that Amy Deming be reallocated to the budgeted level of position #864 as an Organizational Development & Training Officer. The necessary resolution has been prepared to implement this recommendation.

Editor’s Note:

Effective Date: July 24, 2022

Compensation Group/Range	2023 Annual Minimum (Step 1)	2023 Annual Maximum (Step 5)	2023 Annual Maximum (+12% longevity)
18/10	\$ 74,162.66	\$ 89,130.08	\$ 99,825.69
18/12	\$ 81,073.98	\$ 97,877.52	\$ 109,622.82

cc: Erin Hillson–HR Director  
Anne Nowak–Organizational Development Manager