


CITY MANAGER'S OFFICE MEMORANDUM
#10-2019

DATE: February 24, 2020

TO: Honorable Mayor Meredith Leighty and City Council Members

FROM: Heather Geyer, City Manager 

SUBJECT: CB-1942 – Amendment to the City Code Adding a Human Resources Department

PURPOSE

The purpose of CB-1942 on First Reading is to implement a code amendment creating a Department of Human Resources within the City Manager's Office. Creation of the Human Resources Department is necessary as a result of the reorganization of the Management Services Director to a Human Resources Director. This request includes the dissolution of the Management Services Department. The new Human Resources Department will have a strategic focus on people and organizational culture.

BACKGROUND

Section 2-8-1(a) of the City Code follows Section 6.5 of the City Charter, which states that upon recommendation of the City Manager, the City Council establishes and creates the City Departments. The proposed change is shown below:

1. The Department of Parks, Recreation and Cultural Services;
2. The Department of Finance;
3. The Department of Public Works;
4. The Police Department;
5. The Department of ~~Management Services~~ Human Resources (which may also be referred to as the Department of People and Organizational Culture);
6. The Department of Planning and Development;
7. The Department of Technology;
8. The Department of Communications; and
9. The Department of Economic Development.

Management Services Department Reorganization Update

Effective February 8, 2020, Municipal Court became a division of the City Manager's Office and Community Engagement became a part of the Communications Department. The Court Administrator now reports to the City Manager and Community Engagement staff report to the Director of Communications. Human Resources staff are reporting to the Finance Director who is serving in an Interim Director role during the reorganization. A custodial staff member who supports City Hall, now reports to Facilities Maintenance within Public Works. Attachment 1 includes an updated City Organizational Chart depicting the reorganization.

The Management Services Department previously consisted of Human Resources, Municipal Court and Community Engagement. In assessment of the Management Services Department structure, the previous director's time was split approximately 70 percent Human Resources, 15 percent Municipal Court and 15 percent Community Engagement.

Investment in a Human Resources Department is critical for the City continuing to move forward several strategic planning initiatives and the City Manager's focus on development of organizational culture. Additionally, with the restructuring that has been set in place, an enhanced level of service can be provided to internal customers that supports overall organizational success. This step forward requires a director to be focused on human resources activities in addition to talent management and culture development 100 percent. High-performance organizations are making the shift from traditional human resources roles because they recognize the importance of organizational culture in achievement of strategic priorities.

Overview of New Position – Director of Human Resources

Because this position is new and not a reclassification or position upgrade as was done with the Communications Director position, greater detail about the position is being provided to City Council. The position is designed support the City's strategic initiatives and align with the City's organizational culture work underway. This includes the work that has been done with the 2018 Employee Engagement Survey, the 2019 Resident Survey and the City Manager's vision of where the organization is capable of going in the future.

The Position:

The Director of Human Resources is a key member of the City's Leadership Team responsible for providing leadership and establishing strategic and operational direction in all aspects of human resources for the organization, with a primary management accountability for human resources staff and risk management.

The ideal candidate must have a genuine desire to serve the City of Northglenn by helping to create the conditions for our employees to bring their full, best selves to our work to achieve organizational outcomes. They will be able to build internal business partnerships and drive projects that support the organization's strategic outcomes and cultural transformation. This position requires that the individual be able to build and maintain relationships with City Council, department directors, and employees at all levels. Key success factors are the ability to work horizontally and vertically, drive change, challenge the status quo, leverage polarities and offer creative solutions to address business needs.

Summary of Accountabilities:

The following are illustrative of the primary functions of this position and are not intended to be all inclusive:

- Leads the strategic Human Resources team.
- Optimizes the Human Resources function by modernizing and refining processes and activities aligned toward achieving strategic objectives.
- Partners within Human Resources, department directors, mid-level managers and other colleagues to develop short- and long-range goals and objectives that meet business needs.
- Advises Leadership Team, all levels of leaders and employees within the organization. Provides coaching; insightful, innovative thinking; and problem-solving on critical human resources issues.
- Anticipates the future direction of the community, ensuring human capital philosophies, practices, policies, programs and processes support the strategic direction of the City.
- Manages employee relations issues and conducts investigations in support of City's charter, ethics and values while simultaneously identifying signals and patterns that impact

organizational, team and individual performance so that appropriate organizational development interventions are implemented.

- Leads performance management system across the City working horizontally across the department to ensure a fully integrated system of capability.
- Consistently monitors the City's talent needs and pipeline and works with others to develop workforce and talent plans to meet the evolving short-term and long-term talent needs.
- Leads and sponsors organizational and cultural change by seeking and developing strategic and innovative ways for the organization to be more effective.
- Provides strong project and program management to ensure outcomes are met.
- Uses data analytics to drive decision making, develops and interprets metrics to track progress within the business and assist in achieving long-term goals and strategies.
- Presents oral and written reports to City management and staff, City Council, other government and public officials and the public regarding human resources issues, policies and practices.
- Role models City's core values and demonstrates leadership consistently across the organization.
- Stays informed on regulatory and compliance changes and partners with the City Attorney's Office to model potential impacts and advise on compliance strategies.

Capabilities:

- High level of business acumen and systems thinking to understand and apply information to contribute to the organization's strategic plan and complex business challenges.
- Advanced knowledge of all facets of Human Resources, including change management and organizational development frameworks and models. Broad and deep experience serving as a human resources business partner supporting executives or senior leadership.
- Experience managing the planning, development, implementation and administration of one or more Human Resources programs in the function of talent acquisition, talent development, strategic workforce planning, compensation, benefits, employee relations and wellness.
- Demonstrated capability in anticipating, adapting and innovating Human Resources practices and solutions and right-sizing them to the needs of the organization.
- Demonstrates confidence, competence and a willingness to add perspective regarding the impact of strategic and individual decisions on organizational productivity.
- Experience building teams, implementing processes and practices in an emerging leading-edge organization is strongly desired.
- Empathetic and engaging individual who listens well, is responsive, solutions-focused and results-oriented.
- Proven leadership, program management, and project management skills.
- Possesses digital competence and demonstrated fluency with the implementation and use of leading-edge Human Resources technology tools.
- Strong data orientation. Able to turn data into meaningful business objectives that anticipate business issues and help drive overall business performance.
- Ability to use logic and methods to analyze, diagnose and solve complex problems.
- Highly motivated and independent drive to excel and accomplish results. Demonstrates resilience and does not allow obstacles to stop progress.

- Strong learning orientation. Seeks to first understand before acting. Leverages all resources and is creative in ways of learning.
- Demonstrated ability to organize and manage multiple priorities in a quick-moving and change-oriented environment; able to discern what needs to be attended to in the moment.
- Consults legal counsel to ensure that policies comply with federal and state law.
- Excellent communications skills – written, verbal and interpersonal; able to exhibit presence in key meetings, tailor communication style to diverse audiences, and present complex information in a clear and understandable manner.
- Agile change agent with the commitment and confidence to assume a leadership role in an evolving environment.
- Drives initiatives with limited resources and a roll-up-your-sleeves attitude to achieve desired results.
- Unquestionable personal integrity, fairness and credibility necessary to gain the trust and commitment of individuals at all levels of the organization.

Education and Experience:

- Bachelor's degree in Human Resources, Public Administration or related field from an accredited college or university; Master's degree preferred.
- Minimum seven to ten years of progressively responsible experience in human resources, including a minimum of five years of leadership and coaching experience or equivalent combination of education and experience.

STAFF RECOMMENDATION

Staff is recommending that City Council approve CB-1942 on first reading, and schedule the item for public hearing and second reading on March 9, 2020.

BUDGET/TIME IMPLICATIONS

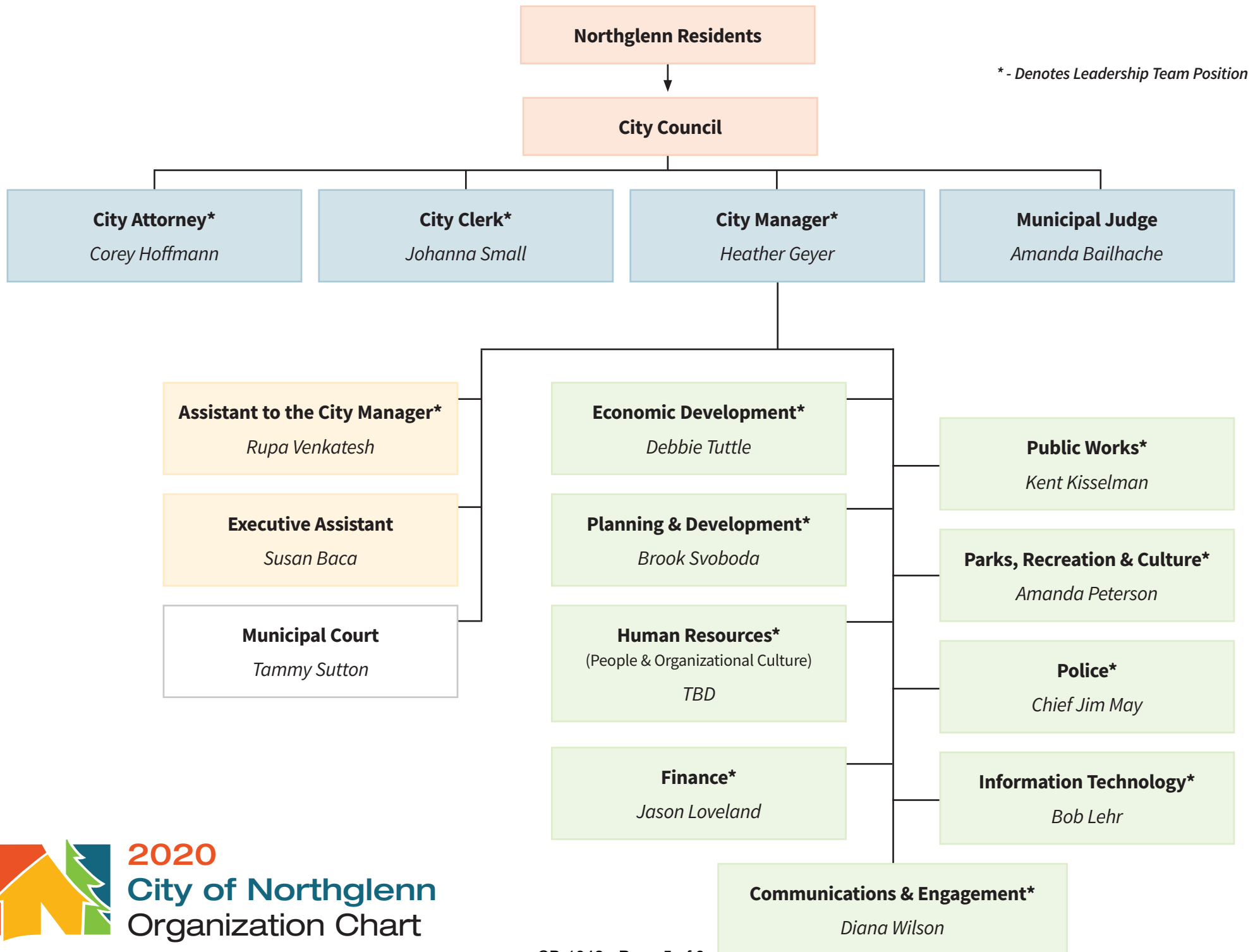
A pay plan amendment will be brought forward on March 9, 2020 for the title change from Management Services Director to Human Resources Director. A request for funding for an executive recruiter is also an item on the February 24, 2020 City Council meeting.

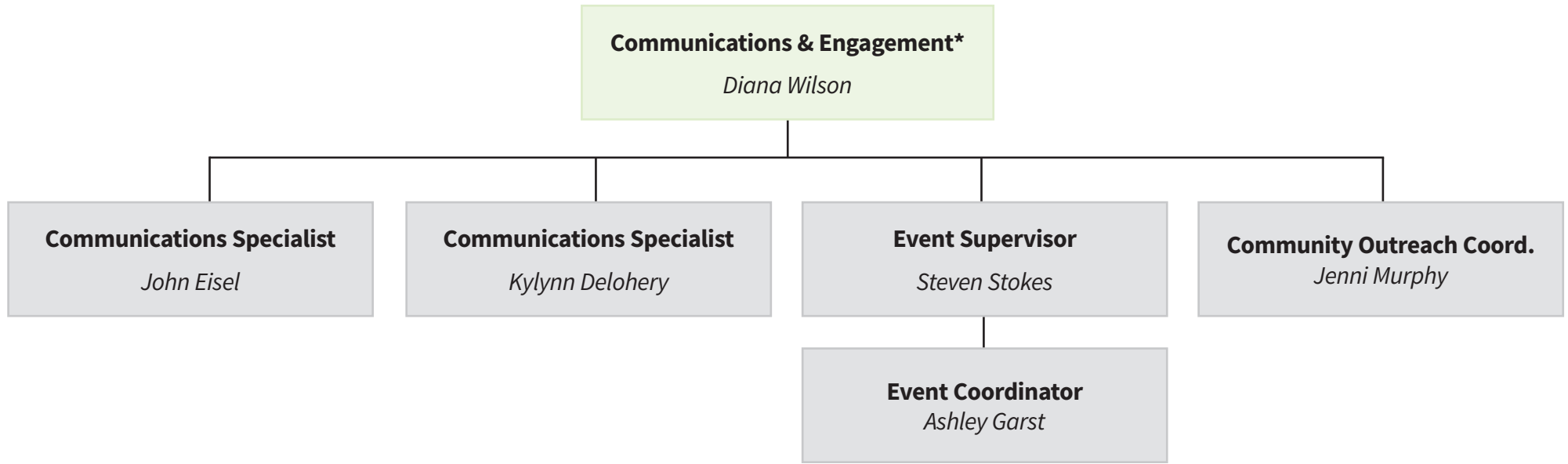
STAFF REFERENCE

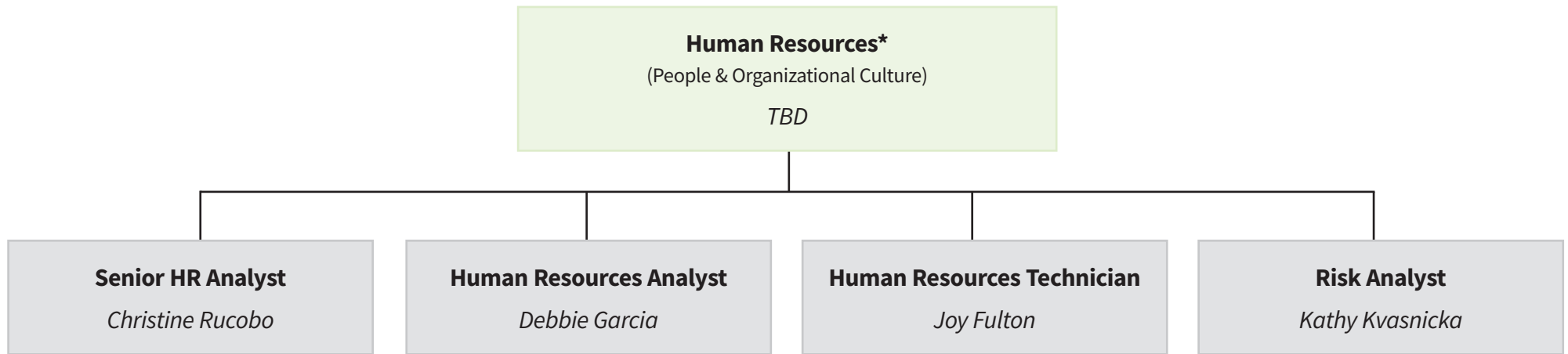
If Council members have any questions or comments, they may contact Heather Geyer, City Manager at hgeyer@northglenn.org or 303.450.8706.

ATTACHMENT

1. City Organizational Chart







SPONSORED BY: MAYOR LEIGHTY

COUNCILMAN'S BILL

ORDINANCE NO.

No. CB-1942
Series of 2020

Series of 2020

A BILL FOR AN ORDINANCE AMENDING SECTION 2-8-1(a) OF THE NORTHGLENN MUNICIPAL CODE REGARDING CITY DEPARTMENTS

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO, THAT:

Section 1. Section 2-8-1(a) of the Northglenn Municipal Code is hereby amended to read as follows:

(a) Pursuant to Section 6.5 of the Northglenn City Charter, and upon recommendation of the City Manager, the City Council establishes and creates the following City Departments:

- (1) The Department of Parks, Recreation and Cultural Services;
- (2) The Department of Finance;
- (3) The Department of Public Works;
- (4) The Police Department;
- (5) The Department of ~~Management Services~~ HUMAN RESOURCES (WHICH MAY ALSO BE REFERRED TO AS THE DEPARTMENT OF PEOPLE AND ORGANIZATIONAL CULTURE);
- (6) The Department of Planning and Development;
- (7) The Department of Technology;
- (8) The Department of Communications; and
- (9) The Department of Economic Development.

INTRODUCED, READ AND ORDERED POSTED this ____ day of _____, 2020.

MEREDITH LEIGHTY
Mayor

ATTEST:

JOHANNA SMALL, CMC
City Clerk

PASSED ON SECOND AND FINAL READING this ____ day of _____,
2020.

MEREDITH LEIGHTY
Mayor

ATTEST:

JOHANNA SMALL, CMC
City Clerk

APPROVED AS TO FORM:

COREY Y. HOFFMANN
City Attorney