

**CITY COUNCIL  
COMMUNICATION:**

**ITEM \_\_\_\_\_**

**OFFICE OF THE CITY MANAGER  
CITY OF DES MOINES, IOWA**

**99-554**

**SYNOPSIS -**

**AGENDA:**

DECEMBER 20, 1999

**SUBJECT:**

JOB SPECIFICATION  
CIPEC

Establishment of four job specifications for the following Team Leader positions to be located at the Wastewater Reclamation Facility (WRF): WRA Facilities Team Leader; WRA Regulatory compliance Team Leader; WRA Solids Team Leader; and WRA Treatment Team Leader. Team Leaders will provide an operational structure that will support the current efficiency initiatives at the WRF. Three of these positions are to be represented by the Central Iowa Public Employees Council (CIPEC), and the other position may be represented by the Municipal Employees Association (MEA).

**TYPE:**

RESOLUTION  
ORDINANCE  
RECEIVE/FILE

**FISCAL IMPACT -**

**SUBMITTED BY:**

TOM TURNER  
HUMAN  
RESOURCES  
DIRECTOR

The City will derive funding for these positions from the following sources:

- Reduced supervisor to staff ratios resulting in immediate cost savings;
- Private sector studies of employees who work in teams find that productivity is increased by 20 percent and absenteeism is reduced;
- These promotional positions which will increase the current duties of selected individuals and will provide a compensation rate two dollars an hour above the pre-promotional compensation level.

**RECOMMENDATION -**

**Receive and File.**

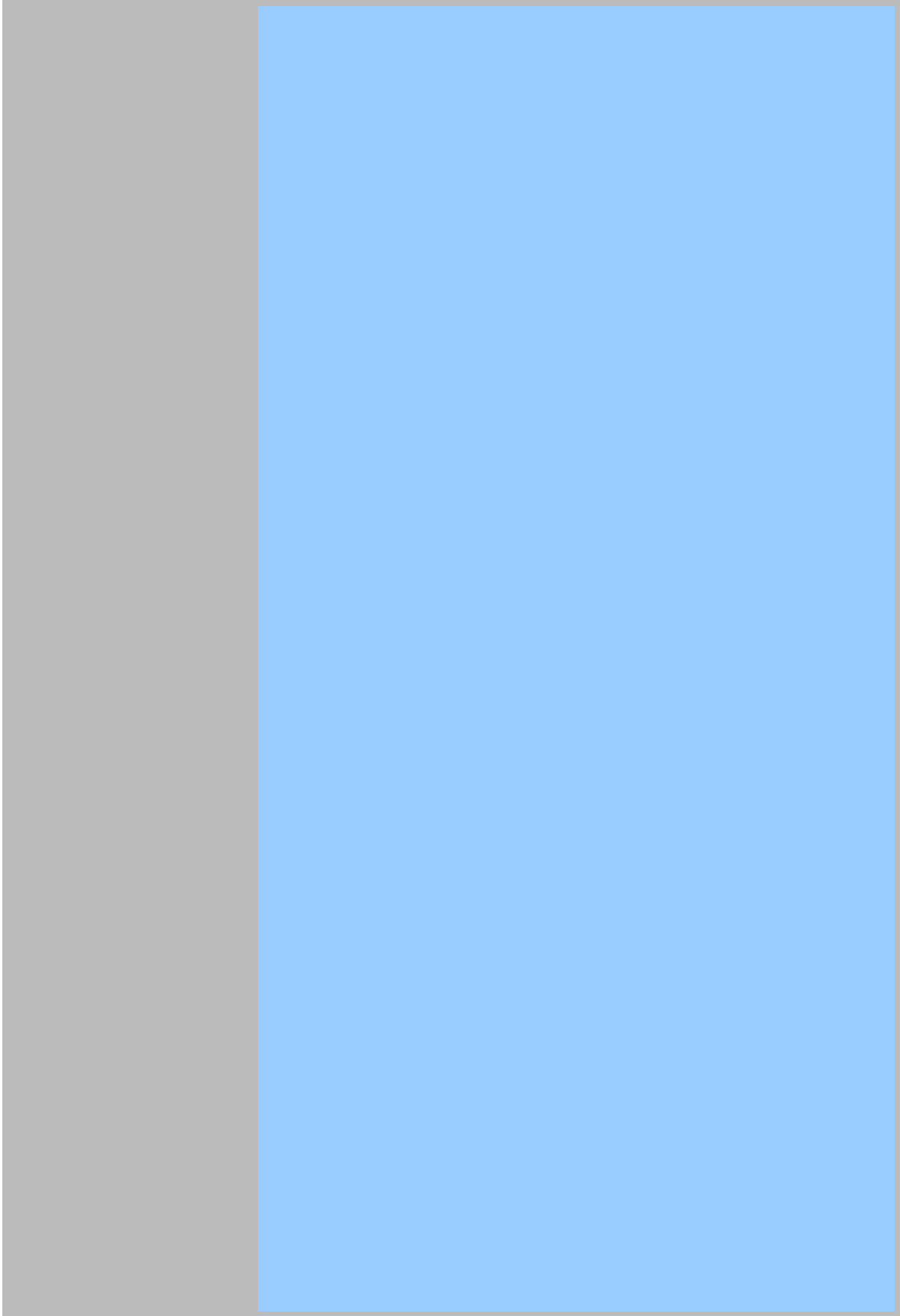
**BACKGROUND -**

The WRF in recognition of the opportunities to economize operations, has for the past 15 months participated in a plan that

relies heavily on cross functional teams that are necessary to support other competitiveness initiatives including business practices and new technology that will serve a less attended facility.

Consistent with the present competitiveness initiatives taking place at the facility, the reorganization of work groups into a team-based structure will integrate the activities of operations, maintenance, laboratory, industrial pretreatment, and residuals processing. As a direct result of the team-based structure, the facility expects to improve information flow across lines of authority, promote shared problem solving capabilities, and improve productivity and operational efficiency throughout the facility.

The vision of the WRA is to move from a structure with a strong hierarchy and top-down control to one that involves teamwork and sharing of power throughout the organization. The team environment means skilled workers will participate in the decision-making processes and will distribute responsibility for the day-to-day operation of the facility. In a team environment, team leadership is essential. The goal is to seek Team Leaders who have directly related work experience and knowledge, and leadership and managerial skills. Some of the Team Leader responsibilities are to coordinate and coach the team, set goals, and give feedback. They will need to possess requisite occupational knowledge, interpersonal skills and persuasive abilities, and understand why transformation will bring gains to WRA. They also have a step-by-step plan for improving the way work is accomplished. In addition, Team Leaders will be required to continuously function in their core skill area on a regular basis.





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