EXECUTIVE MANAGEMENT

A Report of the Mayor's Management Advisory Board

JAN. 1977
EXECUTIVE MANAGEMENT

City of New York
Abraham D. Beame, Mayor

Richard R. Shinn, Chairman
Mayor's Management Advisory Board

January 1977
January 31, 1977

FROM: The Mayor's Management Advisory Board
TO: Hon. Abraham D. Beame, Mayor

The Mayor's Management Advisory Board, at your request, undertook a major examination of the City's executive management structure. Enclosed for your review is the report of our findings.

After many months of study, analysis and consultation with City officials, the Management Advisory Board has concluded that the management structure at the executive manager level needs to be strengthened. The City's basic objective -- to deliver quality services within a balanced budget without eroding the economy of the City or its residential tax base -- is a far broader objective than that of any one department or governmental division. The attainment of this objective requires a significant number of high-level managers working under the Mayor's leadership -- much as a private company needs executive officers to insure that company-wide objectives form the basis for the objectives of each of its operating units.

The need for strong executive management, supported by a high-level professional staff, may be difficult for the public to understand, particularly now in this time of fiscal crisis. However, executive managers will in the long run, more than justify their salaries in the money they are able to save through the implementation of modern management techniques.

The recent appointment of a Deputy Mayor for Economic Development, as recommended by the Economic Development Task Force of this Board, and the appointment
of a Deputy Mayor for Criminal Justice are important first steps towards strengthening the City's executive management. It is important to continue this effort; the highest priority is the appointment of a Director of Operations to upgrade agency performance in the City.

Now that the Federal government has adopted the recommendations of the Quadrennial Commission* to restructure executive-level salaries, the Board believes that it would be appropriate to re-examine the structure and level of executive salaries in the City.

We hope these proposals will help the City strengthen its executive management functions. I am available to meet with you at the earliest opportunity to discuss these recommendations.

Sincerely,

Richard R. Shinn
Chairman

*Federal Times, October 11, 1976
Chairman's Acknowledgements

I would like to express my sincere thanks to Mr. James L. Hayes, President and Chief Executive Officer of the American Management Association, and Mr. Alton G. Marshall, President of Rockefeller Center for their individual efforts and contributions to this study. This report of the Mayor's Management Advisory Board has benefited from their competence and constructive participation.

Richard R. Shinn
Chairman
FOREWORD

The mandate of the Mayor's Management Advisory Board is to bring to the City the benefit of management techniques proven in the private sector. It seeks to develop proposals to make the City more efficient and to improve the delivery of services. To that end, the Board undertook to study the City's Executive Management System and to offer recommendations bearing on the restructuring of the Mayor's Office to facilitate the performance of the City's executive management functions.

This report is comprised of three parts. Part I contains three sections:

Section A establishes the need for an executive management level;

Section B presents an outline of the functions of executive management and assesses the current situation in New York City as it relates to those functions; and

Section C identifies the principles to follow in the reorganization of the Mayor's Office (the center of the City's executive management).

Part II contains a set of recommendations both for immediate action as well as for long range consideration; and

Part III contains a set of suggested position descriptions which outline the specific duties of key executive officers in the Office of the Mayor.
# TABLE OF CONTENTS

Chairman's Transmittal Letter to Mayor Beame  
Chairman's Acknowledgements  
Foreword

**PART I** The Need to Restructure the City's Executive Management

A. Introduction  
B. The Functions of Executive Management  
C. Principles to Guide the Restructuring of the City's Executive Management

**PART II** Recommendations

**PART III** Position Descriptions

<table>
<thead>
<tr>
<th>Section</th>
<th>Position Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>First Deputy Mayor</td>
<td>12</td>
</tr>
<tr>
<td>B</td>
<td>Director of Communications</td>
<td>14</td>
</tr>
<tr>
<td>C</td>
<td>Deputy Mayor-Community Planning and Development</td>
<td>16</td>
</tr>
<tr>
<td>D</td>
<td>Corporation Counsel</td>
<td>18</td>
</tr>
<tr>
<td>E</td>
<td>Deputy Mayor for Criminal Justice</td>
<td>20</td>
</tr>
<tr>
<td>F</td>
<td>Deputy Mayor for Economic Development</td>
<td>21</td>
</tr>
<tr>
<td>G</td>
<td>Deputy Mayor-Finance</td>
<td>23</td>
</tr>
<tr>
<td>H</td>
<td>Director of Financial Management and Budget</td>
<td>26</td>
</tr>
<tr>
<td>I</td>
<td>Deputy Mayor-Intergovernmental Affairs</td>
<td>29</td>
</tr>
<tr>
<td>J</td>
<td>Commissioner of Investigation</td>
<td>31</td>
</tr>
<tr>
<td>K</td>
<td>Director of Labor-Management Services</td>
<td>33</td>
</tr>
<tr>
<td>L</td>
<td>Director of Operations</td>
<td>35</td>
</tr>
<tr>
<td>M</td>
<td>Director of Personnel</td>
<td>37</td>
</tr>
</tbody>
</table>
A. INTRODUCTION

The government of the City of New York is one of the largest and most complex organizations in the United States, serving 7.8 million people, with a budget of 13.3 billion dollars,* and a work force of approximately 238,000 employees.* While there are substantial differences between managing New York City's government and very large business organizations -- in particular those differences that result from the electoral process -- there are also important parallels in the principles of management involved. Like most private organizations, the City is concerned with providing the best possible service with each dollar of expenditure. In the aftermath of the fiscal crisis, the City is moving to reach the same level of efficiency that is characteristic of the best-managed companies in the United States. To accomplish this goal, it must achieve at least the same level of sophisticated managerial capacity that is found in any large, efficient organization.

In such organizations, there are three levels within top management: a chief executive officer; executive managers or officers; and operating managers. To a certain extent, this structure is paralleled by the organization of City government. The Chief Executive Officer of a large corporation, in conjunction with the Board of Directors, sets policies for that organization much as the Mayor, with the Board of Estimate and City Council, charts the basic policy course for the City. Executive managers and their staffs have the responsibility to insure that operating managers implement the policies of the Chief Executive Officer. Their activities roughly correspond to those of the Deputy Mayors and the staff in the Mayor's office. Managers in charge of corporate operating divisions are paralleled in the City government by agency heads or Commissioners, each of whom is responsible for a specialized sphere such as health, sanitation, social services, etc.

After many months of study, analysis and consultation with City officials, the Management Advisory Board has concluded that the management structure at the intermediate or executive manager level needs to be strengthened. The City's basic objective -- to deliver quality services within a balanced budget without eroding the economy of the City or its residential tax base -- is a far broader objective than that of any one Department or governmental division. The attainment of this objective requires a significant number of high-level managers working under the Mayor's leadership -- much as a private company needs executive officers to insure that company-wide objectives form the basis for the objectives of each of its operating units.

* These figures include independent and covered agencies.
The City's need for executive managers to minimize conflict and duplication among different agencies; to plan, to control and to coordinate and set standards is particularly urgent in this period of intense fiscal pressure. Historically, Mayors have relied on the Budget Director to manage the City. Most private companies, however, have found that their financial officers have more than enough to do in managing the corporation's finances; they have concluded that other managers, at least at the same level in the organization as the financial officers, were needed to manage operations and to monitor performance. Given the complexity of the City's financial situation, this is certainly the case in the City as well.

B. THE FUNCTIONS OF EXECUTIVE MANAGEMENT

Executive management in the City appears to have eight functions:

1) Policy Leadership

The first and most important function is to set priorities and oversee the implementation of overall policies -- both long and short-range -- to guide government. While this function is the key to executive management in any organization, policy decisions in the public sector more frequently concern short-range problems and shifts in priorities occur more often than in most private organizations. This has significant implications for the way in which executive management is organized to help the Mayor make, and direct, policy decisions.

2) Resolution of Specific Large-Scale Problems

Any large-scale organization has a specific agenda of large and complex problems. The resolution of these problems requires the expenditure of large amounts of executive energy. In recent months, such problems as the financial structure of the City and the contract negotiations with municipal labor unions have been dominant concerns of the City's executive management.
B. THE FUNCTIONS OF EXECUTIVE MANAGEMENT (continued)

3) Crisis Response

A third key function in any organization is the ability to respond to unanticipated and sudden crises. Natural disasters, strikes, and prison riots demand the urgent and immediate attention of top management. While any organization is subject to emergencies, City government is even more vulnerable than most.

4) "External" Representation

Top management must spend considerable amounts of time in representing the City to the outside world. In the case of the City, this includes the Federal and State governments and the legislative and judicial branches of local government.

5) "Internal" Representation

Top management must also represent the City to civic, community, business and labor interests. It must interact on a regular basis both with leadership from specific geographic subcommunities within the City and with organized City-wide groups.

6) Public Information

A critical function of executive management in a democratic society is the need to listen to and inform the "general public." This involves maintaining relations with the press and other media.

Together with the external and internal representation functions, this function also generates unusual pressure on the City's top management to be involved in symbolic and ceremonial activities -- appearing at dinners, cutting ribbons, greeting foreign dignitaries, etc.

7) Financial Management

This function, typical of any organization, involves the need to plan and control expenditures, to plan and generate revenues, and to insure that revenues and expenditures are in balance.
B. THE FUNCTIONS OF EXECUTIVE MANAGEMENT (continued)

8) Operational Management

A major concern of executive management is the management of the organization's operation within a framework of overall policies and the limits of financial resources, in order to maximize performance. Operational planning, coordination, and control systems as well as procedures for day-to-day problem-solving are the key to insuring organizational effectiveness.

Currently, the Mayor is involved in all eight of the above functions as the Chief Executive Officer, with primary focus on overall policy leadership. The First Deputy Mayor focuses his energies on developing solutions to the large-scale problems in the City and advises the Mayor on crisis response and overall policy.

The most serious problem in the City's current executive management is the need to expand executive attention to the City's operations. Each day there are crises, problems and opportunities which are too small to compete successfully for the attention of the Mayor or the First Deputy Mayor, but that transcend the level of the individual agency. City-wide problems (e.g., the steady erosion of the City's computer staff), and inter-agency problems are heightened by the absence of a high level coordinator.

A second serious problem is that although most of these management functions are performed, the relationships among different executive officers are not clearly defined and their authority is not clearly allocated. It is often unclear who reports to whom, and when it is clear, there are generally too many people reporting directly to the Mayor or First Deputy Mayor -- resulting in an unmanageable span of control.

A third serious problem is simply the under-investment in executive management in the City. The City has too few executive officers above the level of Commissioner and too few staff professionals to support the officers who are in place. In most large private corporations, the number of managers per 10,000 employees above the fifth level of management (a position roughly analogous to agency heads) far exceeds the City's. The same is true of the professional staff per 10,000 employees assigned to support executive managers. The only professional staff of any size at this level is that of the Office of Management and Budget.
C. **PRINCIPLES TO GUIDE THE RESTRUCTURING OF THE CITY'S EXECUTIVE MANAGEMENT**

The need for operational management and ongoing coordination at the executive level, clarity about executive management responsibility, a more manageable span of control of the Mayor and First Deputy Mayor, and greater investment in executive management in the City requires immediate and urgent action if the City is to meet its responsibilities over the coming years. In moving to meet these problems, the City should be guided by the following principles:

1) **Clear Allocation of Responsibility within Executive Management and a Clear Chain of Command**

The Mayor should delegate responsibility for each executive management function to one executive officer, i.e., each key management function should be the primary responsibility of a single executive officer. This allocation should be supported by clearly defined position descriptions for each managerial and staff position within executive management, with frequent updating to reflect changing conditions.

There should be a clearly identified chain of command linking agency heads and the Mayor. Agency heads should not have to relate to a dozen different people, each representing the Mayor on a given problem, often with contradictory positions.

Within executive management, there should be a clear distinction between line functions, i.e., those functions where the relationship between two managers is an authority-responsibility relationship and staff functions, i.e., those functions where the relationship between two managers is an advisory one. In the past, it has often been unclear whether assistants to the Mayor were in a line or staff relationship when they acted as a link between agency heads and the Mayor or First Deputy Mayor.

2) **An Executive Officer Should be Identified to Direct the Operations of City Agencies**

The Mayor should delegate the responsibility for the operations/management function to a single executive officer. The establishment of this position would ensure high-level, continuing pressure for improving performance and productivity in the delivery of City services. The time that either the Mayor or the
C. PRINCIPLES TO GUIDE THE RESTRUCTURING OF THE CITY'S EXECUTIVE MANAGEMENT (Continued)

First Deputy Mayor can spend with an agency head is understandably extremely limited. The Mayor and the agencies need a readily available executive officer to interpret and clarify policy decisions and directions of the Mayor and First Deputy Mayor.

The Mayor also needs a coordinator to balance the quasi-independent existence of each agency. A response to a single Commissioner's crisis request, without coordination, can establish a procedure which produces a crisis for another Commissioner. Coordination from the top increases the opportunity for lateral cooperation among agency heads.

The City is in the midst of a massive upgrading of its management systems -- computers, purchasing, space, information systems, and personnel systems are all undergoing major overhauls. No organization can implement such changes without strong operational leadership. The City's new planning and reporting system and the movement towards MBO make enormous demands for executive time, if they are to be serious management tools for the agencies and the Mayor.

3) Clear Allocation of Responsibility between Executive Management and Agency Management

The area of responsibility of executive managers vis-a-vis agency heads should be clarified. Executive managers should not be involved in "second guessing" agency heads or interfering within their spheres of responsibility. The City is so large and complex that they should delegate as much authority as possible to agency heads within a framework of rigorous accountability. For this reason, planning and control must assume a central role in executive management's activities.

The planning function entails establishing objectives, timetables, and feedback mechanisms. It is the basis for effective cost-control, budgetary administration, productivity, and clarity of purpose. The control function depends on strong reporting systems, and calls for more "post-audit" than "pre-audit" of specific agency decisions and actions.
C. PRINCIPLES TO GUIDE THE RESTRUCTURING OF THE CITY'S EXECUTIVE MANAGEMENT (Continued)

4) Clear Identification of the Office of the Mayor with Executive Management

The Office of the Mayor should include those functions that are generic to executive management. The group of executive managers identified below, together with their staffs, constitute the Office of the Mayor.

The restructuring of the Office of the Mayor along these lines would result in a significant reduction in the span of control of the Mayor and the First Deputy Mayor, leaving them the time to deal more effectively with the policy development, large-scale problem response, and crisis management that cannot really be delegated. This principle has two implications. First, the miscellaneous special projects and programs that tend to cluster in the Mayor's office should be placed in an agency. Where such projects require close on-going coordination among several agencies, the executive manager in charge of operations should be responsible for ensuring that the coordination actually takes place. Second, general purpose managers or staff, without specific responsibilities in specific executive management functions, should be minimized in the Office of the Mayor.

5) Professional Staff Support for Executive Management

The complexity of New York City's management requires that each executive manager have a professional staff to support key functions. The functions of executive management should not vary with each newly elected Mayor, even if the identities of the top managers can be expected to. In particular, modern management requires high-powered analytic staff capacity. Analytic support is needed for all executive management functions including policy analysis, Federal and State program analysis, operations planning and analysis, as well as economic and financial analysis. These staff functions should be institutionalized so as to insure some continuity between administrations.
C. PRINCIPLES TO GUIDE THE RESTRUCTURING OF THE CITY'S EXECUTIVE MANAGEMENT (Continued)

Two other considerations should influence the restructuring of the Office of the Mayor.

Specific Executive Attention for Crucial City Problems and Policy Areas

At any point in time in the City's history, there are some problems and policy areas which are of such overriding significance that they require the identification of a particular executive manager to be responsible for them. At this particular point in time, two problems appear to be important as to require such attention:

1) the restoration of the City's fiscal integrity;
   and

2) the preservation and improvement of New York City's economy.

As part of the City's on-going effort to strengthen the economic development function, this report proposes the creation of an Office of Labor - Management Services to promote smooth business-labor relations in the private sector. (See Part II, Section C)

Response to the Mandates of the New Charter

While the new Charter appropriately leaves the organization of the Office of the Mayor in the hands of the Mayor, two particular mandates are specified. First, a Deputy Mayor is called for to "carry out, supervise and coordinate on behalf of the Mayor and under his direction the fiscal and management reforms provided for in this Charter or other law in the areas of budget, accounting, personnel and management practices." The First Deputy is the only executive officer who has overall responsibility in the areas of finance, operations and personnel. Second, the Charter mandates the establishment of a Deputy Mayor for Criminal Justice at the executive management level. As the State assumes more responsibility in the criminal justice area, the nature of this position may have to be reassessed.
After careful examination of the need for strong executive management to support and assist the Mayor to manage the City, the following thirteen executive positions have been identified:

First Deputy Mayor, the Mayor's Chief of Staff and Operations, is responsible for implementing the Mayor's policies and for furnishing staff advice and counsel to the Mayor;

* Director of Communications responsible for presenting to the public and to City employees the objectives and achievements of the City government; communicating the views of the public and various communities to the Office of the Mayor;

** Deputy Mayor - Community Planning and Development responsible for establishing and maintaining close liaison between community and civic associations and the Office of the Mayor; and the coordination of the City's community development activity;

Corporation Counsel charged with conducting all legal matters of the City; processing all such matters in an efficient and economical manner, consistent with the protection of the interests of the City at all times;

Deputy Mayor for Criminal Justice responsible for the overall fiscal and programmatic coordination of the constituent parts of the criminal justice system;

Deputy Mayor for Economic Development responsible for long-range planning, implementation and coordination of projects and programs to strengthen the City's economy;

Deputy Mayor - Finance responsible for the long-range financial planning, reporting and liaison; developing and implementing accounting standards;

Director of Financial Management and Budget responsible for the financial management of the City including all sources of revenue as well as the capital and expense expenditures of all departments;

* The closest approximation to this position currently is the Mayor's Press Secretary.

** Just prior to the publication of this report, the Mayor appointed a Deputy Mayor for Manpower and Planning whose duties approximate those of this position.
Deputy Mayor – Intergovernmental Affairs accountable for advising the Mayor on intergovernmental matters and presenting the City's views and interests to Federal and State governments as well as local legislative bodies;

Commissioner of Investigation responsible for initiating investigations; summoning witnesses; examining people, records and documents to determine if potential criminal conduct has occurred, if conflict of interest has happened, or if there has been a breach of ethical conduct;

Director of Labor-Management Services responsible for maintaining relationships with labor and management in the private sector and coordinating and implementing programs designed to maximize stable labor relations;

Director of Operations responsible for planning, managing and maintaining the operations of municipal services consistent with reasonable costs and the effective allocation of resources; and

Director of Personnel responsible for overall personnel policies and practices for City employees in all agencies and departments.

The recent appointment of a Deputy Mayor for Economic Development, as recommended by the Economic Development Task Force of this Board, and the appointment of a Deputy Mayor for Criminal Justice are significant first steps towards strengthening the City's executive management. It is important to continue this effort.

The Board believes that among the thirteen positions listed above, the highest priorities are the appointments of a Director of Operations, a Director of Labor-Management Services and the upgrading of the Office of Director of Personnel to the executive management level.

Eight of the positions described above are now a part of the City's executive management structure, and relatively minor changes are recommended. These are: the First Deputy Mayor, the Deputy Mayor – Finance, the Deputy Mayor – Intergovernmental Affairs, the Corporation Counsel, the Commissioner of Investigation, the Director of Financial Management and Budget, the Deputy Mayor for Economic Development and the Deputy Mayor for Criminal Justice.
Lastly, there are proposals for two new or restructured offices which are complex and further study is recommended before implementation. These are the offices of the Director of Communications and the Deputy Mayor - Community Planning and Development.

Part III of this report is a set of position descriptions for these thirteen executive officers.
POSITION: FIRST DEPUTY MAYOR

BASIC FUNCTION:

The First Deputy Mayor is the Mayor's Chief of Staff and operations. As such, this office is directly responsible for implementing the Mayor's policies in all areas delegated to him by the Mayor and, for furnishing staff advice and counsel to the Mayor.

NATURE AND SCOPE:

The First Deputy Mayor acts for the Mayor during the latter's absence or whenever directed to do so by the Mayor on any board, committee, commission or corporation, of which the Mayor is a member.

As Chief of Staff, he is responsible for organizing a centralized staff to service the Mayor personally. A prime responsibility of this staff would be to maintain control over those responsibilities delegated by the Mayor to all subordinate Deputy Mayors or Directors. This includes the operations and activities of all the Mayoral administrations, departments, commissions, boards and agencies, as well as liaison with all public agencies and authorities operating within the City. He is responsible for the organization and development of the City's strategic planning function. This function is primarily concerned with long-range and middle-range policies affecting the City's future economic, social and physical well-being.

PRINCIPAL ACCOUNTABILITIES:

1. Performs as the Mayor's Chief of Staff and Operations.

2. Implements the Mayor's policies and controls for their effectiveness.
PRINCIPAL ACCOUNTABILITIES: (continued)

3. Acts for the Mayor, when so directed.

4. Responsible for the effective performance of all subordinates.

5. Provide a centralized staff for the Mayor.

6. Perform such other duties as the Mayor may direct.
POSITION: DIRECTOR OF COMMUNICATIONS

BASIC FUNCTION:

The Director of Communications is responsible for presenting to the public and to City employees the objectives, policies, programs and achievements of the City Government; for maintaining a program of public and employee information; for monitoring and communicating the opinions and sentiments of the various publics and communities to the Office of the Mayor. Lastly, it is the responsibility of the Director to demonstrate the City's commitment to sound fiscal policy, efficient operation, and effective programs and services responsive to the needs of all segments of the population and to making the City an excellent place in which to live, work and do business.

NATURE AND SCOPE:

The Director of Communications coordinates the public relations programs and activities of various City departments through assistant public relations directors.

The nature of the public relations job is extremely complex because of the size and diversity of the City -- its ethnic variations, language differences, and other socio-economic variables; the task has been further complicated by the fiscal crisis. In addition, the location of major media including key newspapers and the center of television activity in the City, further increases the difficulties of this job. In order to implement it, the Director must integrate the many communications needs of all the various departments and agencies so that each public and employee information program reinforces the others. The Director, therefore, interfaces regularly with the Mayor, the Deputy Mayors, and the heads of the various City departments and agencies as well as with all the elements of his own organization.

He also maintains close working relationships with key members of the many news media located in the City and in other metropolitan areas. In working with these elements of the media, the director views the activity as one of providing service so as to inculcate a favorable attitude, as well as to ensure that key members of the media understand the facts of an issue and are, consequently, better able to present the facts objectively.
NATURE AND SCOPE: (continued)

In order to fulfill his duties, a deputy director reporting to the incumbent would have the responsibility for related communication responsibilities including the Mayor's Action Center, the Mayor's Correspondence Unit, the WNYC/WNYC TV operations, the Municipal Reference Library, the City Record, the Office of Special Events and the Municipal Information Bureau.

PRINCIPAL ACCOUNTABILITIES:

1. Prepare a communication program for the approval of the Mayor and make information describing the City's plans, policies, programs and activities available to news media and provide public statements on policies and goals.

2. Direct and coordinate the public relations efforts of the various City agencies and organize and direct relations with the various elements of the media.

3. Furnish the points of view of the various segments of the public to the Mayor and key advisors, to guide them in decision-making.

4. Develop standards for City publications and other communications, and provide advice and assistance to ensure the consistency of communication by the City to employees and to the public. Direct all elements of communications activity to the same goals in a timely and efficient way and insure a coordinated City-wide public relations effort.

5. Contribute to the effort to hold and attract business by demonstrating unique ways in which New York City continues to be the center of commerce, industry, arts, communications, etc.

6. Develop and motivate an effective organization capable of presenting the City's position in a positive way with the various communities and with City employees.

7. Provide assistance to City executives in speeches, letters and articles which are to be made public. Review and approve from a public relations point of view all public statements and speeches, radio and TV scripts and articles prepared by City executives on behalf of the City; advise of material in conflict with Mayoral policy and suggest changes as necessary.

8. Arrange for City executives to talk before local groups.
POSITION:  DEPUTY MAYOR - COMMUNITY PLANNING & DEVELOPMENT *

BASIC FUNCTION:

The Deputy Mayor-Community Planning & Development has the prime responsibility for establishing and maintaining close liaison between community and civic leaders and associations and the Office of the Mayor. This office is responsible, through direct contacts, to act as spokesman for the Mayor; to keep the various constituencies informed of the City's efforts to meet the total populace's needs and to provide "early warning" to the City agencies and departments about developments that may require their attention or action.

NATURE AND SCOPE:

The Deputy Mayor-Community Planning & Development's principal function is to be the Mayor's personal representative and spokesman with all community and civic associations representing the populace of the City.

As such, this office will maintain close and direct liaison with all such individuals and organizations in order to establish meaningful two-way communications. It will inform them of the City's efforts to meet the total populace's needs; and, in turn, keep the City's agencies and departments informed of action required to meet specific community needs.

As the Mayor's representative, this office will monitor the activities of district service cabinets, composed of representatives of the community and of various City agencies delivering basic services. The office will help the various service agencies to resolve common problems and build upon each other's successes.

In addition, this position will also function as the liaison between the Office of the Mayor and the various boards, commissions and agencies responsible for the quality of life in the City.

* Just prior to the publication of this report, the Mayor appointed a Deputy Mayor for Manpower and Planning whose duties approximate those of this position.
PRINCIPAL ACCOUNTABILITIES:

1. Be the Mayor's personal representative and spokesman in dealing with civic and community leaders and organizations.

2. Recognize emerging grass-roots developments likely to have City-wide service impacts, and channel such information to the appropriate members of the Office of the Mayor.

3. Provide day-to-day interface between the City administration and the local district service cabinets. Make available, when necessary, the resources and expertise of the Office of the Mayor to the local service cabinets.
POSITION: CORPORATION COUNSEL

BASIC FUNCTION:

The Corporation Counsel functions as the attorney and counsel for the City, and every agency thereof, and has charge and conduct of all legal matters of the City; processing all such matters in an efficient and economical manner, consistent with the protection of the interests of the City at all times.

NATURE AND SCOPE:

The Corporation Counsel has three distinct roles: a) advising other City officials so that all actions, plans and programs of the agencies for which they are responsible are developed and implemented to the best advantage of the City, in full compliance with all the applicable laws; b) managing the legal activities of the City in connection with litigation brought by or against the City or any agency, to the extent provided by law; c) preparing and/or approving as to form all leases, deeds, contracts, bonds and other legal papers of the City.

In connection with the above, it should be noted that although the incumbent may determine that a settlement or other compromise is appropriate in connection with the efficient and economic disposition of a matter under litigation, he must seek the prior approval of the Comptroller or, in the case of matters involving excise and non-property taxes, of the Director of the Budget. In all other respects, the incumbent has all of the powers and privileges ordinarily exercised in litigation by attorneys-at-law acting on behalf of private clients.

Because of the importance of the City's compliance with EEO, Civil Service and other labor-related legal matters, a close and constant working relationship exists between the incumbent and the Director of Personnel. Similarly, whenever an agency demonstrates a particular need for legal counsel, the incumbent may assign assistants to directly work with that agency. Such assistants would continue to answer to the Corporation Counsel, through whatever channels he might have established, and overall responsibility and supervision would remain with the incumbent.
NATURE AND SCOPE: (continued)

The incumbent is also required to provide his professional opinion in connection with the issuance of securities by the City.

As the person designated by the City Charter as head of the Law Department, the incumbent is the lawyer in charge of what is essentially a law firm comprised of several hundred attorneys. He is expected to provide the City and all of its agencies with all of the services which would be available to a private corporate client. When it becomes necessary to choose outside counsel, the incumbent is expected to make these decisions, determining whether outside counsel should be employed and if so, to whom the project should be assigned.

In addition, because of his position in the City and in the legal profession, the incumbent is often called upon to represent the City in community and professional affairs.

PRINCIPAL ACCOUNTABILITIES:

1. Continuously counseling all members of the City management so that their activities will be carried out in accordance with existing or anticipated law.

2. Assuring that the City's affairs are conducted in accordance with its Charter, State law and the Federal securities laws.

3. Ensuring, with the Director of Personnel, that all existing laws of fair employment and equal opportunity of employment are practiced within the City.

4. Ensuring that all contracts, real estate agreements and employee benefits are developed in a manner consistent with the law and to the benefit and protection of the City.

5. Providing legal counsel in connection with financial offerings.

6. Supervising litigation involving the City and its agencies.

7. Providing total legal effort to the City by selecting, training, guiding and developing the professional staff of the law department, and selecting outside counsel, as necessary.
POSITION: DEPUTY MAYOR FOR CRIMINAL JUSTICE

BASIC FUNCTION:

The Deputy Mayor for Criminal Justice has responsibility for the overall coordination of the constituent parts of the criminal justice system. The Deputy Mayor is Chairman of the Criminal Justice Coordinating Council which administers grants and is the conduit for Federal funds under the Law Enforcement Assistance Administration Act. These responsibilities require extensive liaison duties with the judiciary, District Attorney's and other non-Mayoral criminal justice agencies.

NATURE AND SCOPE:

The Deputy Mayor for Criminal Justice's duties include the development of a comprehensive plan to promote the integration of criminal justice programs and activities into one coherent system. An essential part of the planning function is the development of a process for coordinating the budget for all aspects of the criminal justice system, to rationalize spending decisions and to reflect overall system needs.

PRINCIPAL ACCOUNTABILITIES:

1. Responsible for long and short-range planning for increased coordination and cooperation among agencies under the jurisdiction of the Mayor that are involved in criminal justice programs and activities.

2. Review the plans of all agencies for programs related to criminal justice and recommend priorities among such programs.

3. Chair the Criminal Justice Coordinating Council which meets regularly to review national, state and local Task Force recommendations. When these recommendations will serve to improve administrative efficiency and insure compliance with various judicial covenants, action is taken to standardize procedures and interpretations throughout the system.

4. Liaison with the District Attorney's, the judiciary and other non-Mayoral criminal justice agencies.
POSITION: DEPUTY MAYOR FOR ECONOMIC DEVELOPMENT

BASIC FUNCTION:

The Deputy Mayor for Economic Development has the primary responsibility for establishing and maintaining close liaison between the business and industrial communities and the Office of the Mayor on all economic development matters.

This office is responsible, through direct contacts, to act as a spokesman for the Mayor; to provide for the expeditious resolution of problems and the completion of development projects, and to provide for the long-range planning, implementation and coordination of projects and programs to strengthen the City's economy.

NATURE AND SCOPE:

The principal responsibility of the Deputy Mayor for Economic Development is to function as the Mayor's personal representative and spokesman with all business and industry leaders on matters relating to economic development activities in the City.

As such, this office will maintain close and direct liaison with all such firms in order to establish meaningful two-way communications. It will inform them of the City's efforts to meet their needs; and, in turn, to keep the City's agencies and departments informed of action required to meet the needs of specific development projects.

The Deputy Mayor is responsible for the formulation and implementation of City-wide economic policy including both long-range planning to reshape the profile of the City's economy and the short-term policy initiatives necessary to support existing businesses as well as to attract new firms.

As such, this office will provide technical and financial assistance to businesses domiciled in the City; liaison to regional, State and Federal agencies, to business and industrial firms, and to other City functions that affect economic development; marketing of New York City's assets to business and industry to attract new investment, jobs, etc.; assistance to expanding or new industries through land assembly and required public improvements, financial packaging, tax incentives, etc.; and maintenance of accurate, current statistical information on the City's economy and analysis of factors relating to economic policy developments.
NATURE AND SCOPE: (continued)

In addition, this position will also be responsible for monitoring municipal activities which have a significant impact on the City's economy. These include: tax policies; manpower training; housing, education and transportation; basic municipal services particularly in commercial and industrial areas; municipal purchasing policies and capital construction programs; zoning policies and the promotion of tourism.

PRINCIPAL ACCOUNTABILITIES:

1. Be the Mayor's personal representative and spokesman in dealing with business and industrial leaders.

2. Provide economic development leadership for the creation of a favorable climate and opportunities for retaining and attracting industry, businesses, risk capital and jobs for New York City.

3. Provide day-to-day interface between the City administration and the business community. Make available, when necessary, the resources and expertise of the Office of the Mayor to new or expanding businesses.
POSITION: DEPUTY MAYOR–FINANCE

BASIC FUNCTION:

The Deputy Mayor–Finance has fundamental responsibility for the long-range financial planning of the City. The incumbent's activities encompass financial planning, financial reporting, and financial liaison; in addition to establishing and maintaining appropriate accounting standards. The incumbent has joint responsibility with the Director of Financial Management and Budget for external contacts relating to the City's financial matters.

NATURE AND SCOPE:

The Deputy Mayor–Finance provides management guidance over all long-range planning activities of a broad financial nature. The incumbent's responsibilities include the preparation of long-term financial forecasts -- including the identification of the City's future capital, expense and revenue needs. The position shares with the Director of Financial Management and Budget the responsibility for being the Mayor's liaison with all external financial agencies.

This position is subdivided into four operational functions:

1. Long-Range Financial Planning
2. Financial Reporting
3. Financial Liaison with External Financial Agencies and Outside Auditors
4. Accounting Standards

1. Financial Planning

This position, in cooperation with the Director of Financial Management and Budget, has the responsibility for long-term financial views (5-6 years). The input for these views should be prepared by individual departments and agencies and, following approval by the respective directors or Deputy Mayors, be included in the views. Data should be supplemented by trend studies and ratio analyses by years and for each department or agency and for the total City.
NATURE AND SCOPE: (continued)

1. Financial Planning (continued)

The plan should include estimates of projected revenues by types and capital and expense expenditures by departments and types. In addition, the plan should outline the future financing steps necessary, in terms of both needs and sources, to provide for an adequate cash flow.

The plan should be based on studies using modern forecasting techniques relying heavily on econometric methods such as the estimation of input requirements for production functions, estimation of aggregate demand models, etc.

2. Financial Reporting

In cooperation with the Director of Financial Management and Budget, this position will develop and implement an Integrated Financial Management Reporting System for their joint use with the Comptroller. IFMS should provide appropriate internal controls such as the explanation of month-to-month and year-to-date variations and departures from trends. In addition, this position ensures that public disclosure statements are reported accurately and, on time.

3. Financial Liaison

This position represents the Mayor, jointly, with the Director of Financial Management and Budget in financial contacts with external agencies on matters affecting the City's revenues, expenditures, loans, repayments, etc.

The specific areas encompass the following agencies and contacts:

Federal Agencies - Fiscal matters including grants, allocations, loans and repayments.

New York State - Collection and distribution of sales taxes, grants, loans, repayments, etc.
NATURE AND SCOPE: (continued)

3. Financial Liaison (continued)

   Emergency Financial Control Board Municipal Assistance Corporation ) ) Liaison work and response to requests by the agencies for data

Money Markets - In cooperation with the Comptroller, work with the financial community (banks, security exchange) regarding sales of bonds, obtaining short and long-range loans on notes, etc.

4. Accounting Standards

This position will, in cooperation with Comptroller, plan, design, manage and control the City's accounting procedures and, provide effective financial safeguards to protect and maintain the City's assets and resources. In addition, this position will assist in establishing audits to insure compliance with accounting policies and procedures and provide liaison with outside world fiscal audits.

PRINCIPAL ACCOUNTABILITIES:

1. Develop, plan and recommend to the Mayor fiscal policies, practices, procedures and controls, as well as long-range fiscal plans.

2. Design accounting systems and records for use under present and planned conditions.

3. Provide required public disclosure of financial summaries, reports, and all financial interpretations of City functions, as required by the Mayor.

4. Establish and maintain fiscal liaison with State and Federal agencies, as well as private financial institutions, including outside fiscal audits.

5. Work with the Director of Financial Management and Budget in obtaining necessary cash flow for both capital and expense expenditures.
POSITION: DIRECTOR OF FINANCIAL MANAGEMENT & BUDGET

BASIC FUNCTION:

The Director of Financial Management & Budget has the fundamental responsibility for the financial management of the City. As such, he supervises the City's fiscal operations and affairs. This includes all sources of revenue as well as the capital and expense expenditures of all the municipal departments. The incumbent is also responsible for the scope of the City's contribution to the budgets of covered agencies and maintains liaison with them with respect to the allocation of City resources. Coordination with the Deputy Mayor-Finance with regard to meeting long-range fiscal goals is essential.

NATURE AND SCOPE:

The Director of Financial Management & Budget is responsible for administering the City's budget. The incumbent maintains close liaison with the Comptroller and Deputy Mayor-Finance. He provides financial management guidance and direction for the preparation, consolidation and tracking of the budget, as well as management direction for estimating, recording, and reporting all sources of City income.

This position is divided into three basic operational functions:

1. Design and Management of Budget
2. Financial Liaison
3. Revenue Management

1. Design and Management of Budget

This position, in close liaison with the Deputy Mayor-Finance, designs and manages the budget for all City expenditures. This position forecasts revenue needs and determines acceptable expenditure levels, and in conjunction with the Deputy Mayor-Finance, develops plans for meeting these needs by effective tax planning and loan arrangements.

Although not directly responsible for the preparation of the budgets of covered organizations, this position must oversee the City's contribution to their budgets to ensure effective control of total City expenditures.
NATURE AND SCOPE: (continued)

1. **Design and Management of Budget** (continued)

   Through the appropriate Director or Deputy Mayor, the incumbent is responsible for current expense and capital budget planning, as well as fiscal administration and analysis for all City Departments.

   In addition, this position issues guidelines for budget preparation and implementation for handling pensions and debt service.

   This position is also responsible for implementing the Integrated Financial Management System; and for providing and disseminating all reports required for sound fiscal operations.

2. **Financial Liaison**

   In cooperation with the Deputy Mayor-Finance, this position acts on behalf of the Mayor in exercising and carrying out functions, powers and duties vested in, or imposed upon, the Mayor by the New York State Municipal Assistance Corporation for New York City and the New York State Financial Emergency Act for New York City.

   This position will represent the City, jointly, with the Deputy Mayor-Finance on all contacts with other outside agencies.

   This position also maintains close liaison with the Comptroller.

3. **Revenue Management**

   The incumbent is responsible for preparing a City-wide current annual income budget. As part of this operation, this office is responsible for real property assessments including aspects relating to inspection and surveying, research, equalization and assessment of ordinary real estate, the real estate of utilities, corporations, special franchises, etc.

   Handles all treasury operations for the City, including banking arrangements, liens and disbursements, paymasters' activities, receipt and safekeeping of court and trust funds, short-term investment of idle funds.

   Handles all tax collections and enforces tax legislation through audit and compliance measures.
NATURE & SCOPE: (continued)

3. Revenue Management (continued)

  Responsible for City Register, which involves recording deeds, mortgages, leases, satisfaction of mortgages and all other instruments affecting title to realty. Collects fees for recording instruments relating to real property transfers.

PRINCIPAL ACCOUNTABILITIES:

1. Assembles City-wide expenditures, capital and income budgets; including City contribution to covered agencies.

2. Establishing budgetary procedures and controls.

3. Tracks and reports budgetary deviations.

4. Makes recommendations for establishing budgetary priorities.

5. Establishes and maintains liaison with outside financial agencies.

POSITION: DEPUTY MAYOR-INTERGOVERNMENTAL AFFAIRS

BASIC FUNCTION:

The Deputy Mayor-Intergovernmental Affairs is accountable for advising the Mayor on intergovernmental matters and presenting the City's views and interests to Federal and State governments as well as local legislative bodies.

NATURE AND SCOPE:

The Deputy Mayor-Intergovernmental Affairs' role is to exercise political judgment on actions contemplated or undertaken in Washington or Albany and to communicate the City's interests and needs through various levels of government.

In carrying out this activity, the Deputy Mayor works closely with Executive and Legislative personnel in Washington and at the State Capitol in Albany. Consequently, he must develop and maintain relationships with legislators and key members of the executive branch, meeting with them regularly to communicate the City's position and ensure thorough, factual communication as needed. He functions as a provider of information and assistance to create an atmosphere of welcome and receptivity for him, for his organization and for the City's views.

When in the judgment of the Deputy Mayor, direct action is warranted (i.e., when legislation which would impact on the City is likely to be seriously considered), he will describe the City's position and develop the strategy to be followed. He prepares memoranda and sends them to various members of Committees hearing the bills, introducers, Committee Chairmen, and members of both parties' leadership, to express the City's point of view, as well as other background facts which are germane to the issue.

At the Federal level, the Deputy Mayor maintains a continual contact with the New York State Congressional delegation with the goal of furnishing information that will in turn help assure respect from legislative personnel and thus a willingness to listen to and accept the Mayor's position.
NATURE AND SCOPE: (continued)

In order to carry out his function, the Deputy Mayor must make certain that he is fully informed about legislative matters and of points of view held by Governmental parties at all levels throughout the City and State, and in Washington. Regular personal contacts are maintained at various levels of governments by the Deputy Mayor to insure the completeness of the information upon which decisions are based.

The incumbent is also responsible to keep the office of the Mayor advised on the availability of all Federal and State programs and all grants that may be available to assist the City financially or otherwise.

PRINCIPAL ACCOUNTABILITIES:

1. Ensure the sound, timely and thorough review of pending legislation and executive action at all levels of State and Federal Government to protect the interests of the City.

2. Assure the maintenance of effective relationships with public officials at all levels to enhance and reinforce the City's position relative to pending legislation and executive action.

3. Contribute to an effective and coordinated Federal Government interface with the appropriate State agencies to enhance the achievement of the City's objectives and the interests of the people of New York City.

4. Guide the Mayor, and the Office of the Mayor, in all intergovernmental matters to assure the development of a sound City position and course of action.
POSITION: COMMISSIONER OF INVESTIGATION

BASIC FUNCTION:

The commissioner of Investigation is charged with the responsibility to initiate investigations; summon witnesses; examine people, records and documents to determine if potential criminal conduct has occurred, if conflict of interest has happened, or if there has been a breach of ethical conduct. Finding evidence of such activity, appropriate information is turned over to the District Attorney's office for legal action.

NATURE AND SCOPE:

The Commissioner of Investigation has the responsibility to monitor and investigate the activities of any or all City employees, agencies, commissions and departments within the City, and any person or entity doing business with, or receiving any money from the City or its agencies.

In addition, this office directs the City's overall security operation and is responsible for planning, developing and implementing all security programs to protect City employees, owned and leased property, and owned and leased equipment. These programs are departmental and interdepartmental in nature, and extend to companies having employees and equipment on City land or property.

Investigations are initiated by this office based on information received from three basic sources: internal auditing reports which show evidence of financial or legal misconduct, allegations received from the public or through the media (press, radio, television), and by information culled by the Commissioner's office itself, during routine interdepartmental reviews.

The office is empowered to investigate (but is not limited to) the following areas of alleged misconduct: employees giving or receiving bribes; local campaign or voting irregularities; damage to or theft of, any City property or equipment; falsification of any City financial, legal or quasi-legal documents or records; harassment of any group of citizens, companies or communities; conflict of interest cases whereby any employee or public official having ownership or financial interest in any company doing business with the City, profits by this relationship; and ethical conduct cases where social or financial relationships of any employee compromise the integrity of the City government, or impair its ability to function with continued public confidence.
NATURE AND SCOPE: (continued)

The office has the right to investigate the records of any City department, agency or commission at its discretion; seize or subpoena any official business documents relating to the allegation; call or subpoena witnesses, administer oaths; and record testimony from witnesses. Following review of the evidence, the office prepares and presents to the District Attorney's office any and all data at its disposal, and recommends for or against further action.

The second major activity of this office concerns the overall security program for the City. It includes (but is not limited to) protecting the City's investment in land, equipment, furniture, buildings and rolling stock (subways, buses and land vehicles) from damage and theft. It furthermore includes the protection of all employees while they are on City property, and provides for personal protection for selected officials. Specifically, security arrangements are provided to deny access to City property to unauthorized visitors, to safeguard City property from theft, destruction, illegal disposal, sale or defacement. Precautions are also taken to protect City funds (cash or other negotiable instruments) while in City possession, or during their legal transfer to "holding" institutions, such as banks or brokerage houses.

The office in coordination with the Director of Personnel is charged with training City employees in basic security procedures. It is also charged with implementing security changes when reviews indicate they have proven not to be "failsafe."

Finally, this office is required to evaluate the cost and capability of providing these security services by City employees, versus provision by "outside" local national companies.

PRINCIPAL ACCOUNTABILITIES:

1. Monitors and investigates the activities of all City employees, agencies, commissions and departments within the City or other outside organizations doing business with the City.

2. Reports to the District Attorney the results of any investigation where prosecution is indicated.

3. Provides security for City personnel and property.
POSITION: DIRECTOR OF LABOR - MANAGEMENT SERVICES

BASIC FUNCTION:

The Director of Labor - Management Services maintains relationships with labor and management in the private sector and coordinates and implements the programs designed to maximize stable labor relations in the private sector.

NATURE AND SCOPE:

This office is responsible for maintaining direct and continuous communication with labor organizations in the private sector of the City's economy.

This office is responsible for carrying out affirmative action programs and for investigating, collecting, compiling and publishing statistical information relating to the conditions of labor and matters affecting private employment within the City.

This office, in the event of an existing, imminent, or threatened labor dispute between private employees in the City which, in the opinion of the Administration, may endanger the health, safety or welfare of the people of the City, is responsible for taking steps to expedite the resolution of such a conflict.

PRINCIPAL ACCOUNTABILITIES:

1. Assume staff responsibility for maintaining a close liaison with the New York City Central Labor Council, other labor organizations in the private sector and with all groups working to retain and expand existing business, and to attract new business enterprises into the City.

2. Bring to the attention of the Mayor problems raised by the unions in the private sector and recommend solutions to such problems.

3. Supervises the Bureau of Labor Services, which currently exists in the Office of the Mayor, as it performs its responsibilities in the areas of equal employment opportunity and enforcement of the minimum wage requirements of the Administrative Code.
PRINCIPAL ACCOUNTABILITIES: (continued)

4. Maintain a register of private sector labor contract expiration dates for the purpose of following the progress of negotiations, giving timely warning to the Mayor on possible deadlocks which could disrupt the economic life of the City, and offering mediation services where the negotiating parties so desire.
POSITION: DIRECTOR OF OPERATIONS

BASIC FUNCTION:

The Director of Operations is responsible for planning, managing and maintaining the best possible municipal services through achievement of maximum operating efficiency consistent with reasonable costs and the effective allocation of resources.

NATURE AND SCOPE:

The Director of Operations directs the line service operations and their support forces within New York City. While the concept of operations is predominantly associated with the running of the City service forces on a day-to-day basis, with completely acceptable cost and service levels, it is also directly involved in the planning and implementation of management concepts, controls, practices and technological advances that are required to insure effective operations over the long-term period. This administrative concept is carried out through both short and long-term planning projects within the Operations force itself.

Within an organization structure that is, in general, consistent with the traditional municipal enterprise, the incumbent is responsible for maximizing interagency coordination; identifying and assigning individual and collective agency responsibilities and accountabilities; introducing and implementing management by objectives concepts; establishing service and cost priorities; establishing and tracking plans and programs designed to meet the cost and service objectives of the Mayor and First Deputy Mayor.

Line managers responsible for City agencies report through the Director of Operations. Also reporting to the Director of Operations is a Deputy for Management Planning and Analysis; and a Deputy for General Services. The Director of Operations will be responsible for creating an operations support staff to provide interagency standardization, controls, methods, results and analyses, and operational computerization and planning. The staff would also provide direct liaison with the Director of Personnel on matters pertaining to labor relations, safety, absence, EEO requirements, force requisitions, and the like. Similarly, the staff would also interface with the Director of Financial Management and Budget, regarding the establishment and control of the overall operations' expense and capital budgets.
PRINCIPAL ACCOUNTABILITIES:

1. Under the supervision of the First Deputy Mayor, to plan, direct and control New York City operations through the balanced allocation of resources, both financial and human; to minimize costs while maintaining quality levels acceptable to the citizens and elected officials of the City of New York.

2. To assure a responsive management structure and resource capability to deal effectively with the rapidly changing demands of our socio-economic environment in New York City.

3. To ensure the continuity of a competent management organization through the development, motivation, appraisal and review of key subordinates.

4. To plan, devise and innovate cost effective improvements to reduce operating expenses and minimize the need for additional capital or human resources in all City agencies.

5. To provide the leadership, guidance and motivation to the operations management and work force to ensure maximum productivity within the terms of our labor contracts and resource capabilities.
POSITION: DIRECTOR OF PERSONNEL

BASIC FUNCTION:

The Director of Personnel establishes overall personnel policies and practices for City employees in all agencies and departments. Specifically included are policies affecting hiring, appraisals, management and non-management promotion criteria, job titles, industrial relations, wage and salary practices, fringe benefit administration, absence and safety controls, centralized training, and all other items relating to the administration of the City's human resources.

NATURE AND SCOPE:

The Director of Personnel directs the activities of the City's personnel-related function.

This office is responsible for establishing uniform personnel policies and practices for all City employees. This includes centralizing under his office those personnel functions common to all agencies and departments.

Included in this office is the responsibility for the centralized hiring of qualified employees; for designing and implementing a management and non-management appraisal system designed to identify both outstanding and poor performers; within the framework of the law and industrial relation's agreements, it will establish criteria for management and non-management promotions; it will evaluate job titles for the purpose of minimizing the number of levels of management and non-management and for providing comparative pay treatment for each level; it will negotiate all industrial relations agreements and handle all final step grievances or arbitration cases; it will administer all fringe benefits, including retirement plans; it will establish and implement plans to minimize employee absence and accidents; lastly, it will cooperate with the Urban Academy in its program to make available to all departments and agencies centralized training courses designed to improve the total City work force and to enable upward mobility within this work force.

The Director of Personnel will also be responsible for recommending changes in Civil Service laws or for negotiating changes in industrial relations agreements where conflicts exist or where current laws or agreements are detrimental to the effective utilization of the City's human resources.
PRINCIPAL ACCOUNTABILITIES:

1. Develop and provide uniform policies and procedures to guide the management of the City's personnel.

2. Provide the City with competent, trained manpower.

3. Manage the continuity of the City's managerial resources by developing and implementing programs for identifying, appraising and training employees at all levels.

4. Direct the compliance with Federal, State and City regulations in all areas of personnel administration. Recommend changes as required.

5. Develop and maintain equitable compensation practices and benefit programs to attract, motivate and retain high caliber personnel.

6. Contribute to the continuity of operations and services by managing labor relations negotiations and processing of grievances and arbitration cases.

7. Develop and maintain relationships with outside industry, agencies, and organizations relating to human resources activities in New York, as well as with colleges, universities, and school systems in the City and State.