

TO: Personnel Board

FROM: Victoria Larson, Human Resources

DATE: December 3, 2019

SUBJECT: Assistant Construction Manager 1, Assistant Construction Manager 2, Construction Manager 1, and Construction Manager 2

City Engineer Rob Phillips is requesting the creation of new classifications to develop a Construction Manager career series. The current classification of Construction Manager was created in 2015 in CG18, R10 to reflect work within the Engineering Division overseeing construction projects. However, over time, these projects have become increasingly complex, warranting a review of whether a series and career progression is necessary. After meeting with Engineering staff I recommend creating the following 4 new classifications:

- Create the new classifications of Assistant Construction Manager 1 and 2 in CG 18, R 6 & 8, respectively.
- Create the new classifications of Construction Manager 1 and 2 in CG 18, R 10 & 12, respectively.
- Delete the existing classification of Construction Manager in CG18, R10.
- Recreate position # 4623 of Construction Manager (CG 18, R10) as a Construction Manager 2 within the Engineering budget, and reallocate incumbent D. Schaller to the new position.
- Recreate position # 4522 of Construction Manager (CG 18, R10) as Construction Manager 2 within the Engineering budget, and reallocate incumbent M. Schuchardt to the new position.

As noted above, the current classification of Construction Manager was created in 2015 as the Engineering Division took on direct oversight of construction projects involving City facilities. At the time, it was noted that without construction managers, the City was relying on consultants and contractors to perform and oversee work, which resulted in the possibility for inefficiencies and higher costs for the City. These positions are vital and help control construction costs. Specifically the Construction Managers review design documents, develop cost estimates, assures quality construction standards, and monitors the construction schedule. Also, these positions coordinate construction progress meetings, verify work performed, assist in trouble shooting warranty and non-warranty work. In addition, the current managers serve as mentors to newer Architects and Engineers. The addition of two Construction Managers has allowed the City to keep greater control over projects, and has also caused the Engineering Division to evaluate the best way to structure this work.

The Engineering Division is proposing creation of a series consisting of the following: Assistant Construction Manager 1 (CG 18, R 6) Assistant Construction Manager 2 (CG 18, R 8), Construction Manager 1 (CG 18, R 10), and Construction Manager 2 (CG 18, R12.) This series would be classified and structured similarly to the Architect and Engineer 1 to 4 progression series. These new positions will create a career ladder in this classification, assist with the high construction workload, and provide mentoring for junior staff. The new proposed structure will ensure that the construction projects be managed in a seamless manner. It will also allow Engineering to hire individuals based on the complexity and volume of projects.

The Assistant Construction Manager 1 classification is proposed to be an entry-level position where individuals can build the career experience needed in the construction management field with oversight

from senior Construction Managers. The Assistant Construction Manager 2 classification is proposed to have some limited experience and will be able to work independently with more limited oversight from senior Construction Managers. The Construction Manager 1 classification is expected to independently handle smaller, less complex projects, and provide oversight of the Assistant Construction Managers. The Construction Manager 2 classification will have the knowledge, skills, and abilities to independently, tackle the most complex projects, and multiple projects at varying phases of construction. They are considered experts and will mentor low-level series staff, new Engineers, and new Architects.

Currently, Mike Schuchardt and David Schaller are classified as Construction Managers (CG 18 R 10.) Their main role is to oversee the City’s interests on construction projects. Mike Schuchardt has worked at the City of Madison as a Construction Manager since 2015 and Dave Schaller has worked in this role since 2016. During the beginning of their careers, they primarily managed approximately one to three projects per year. Many of these projects were less complex, such as roof repairs. Approximately 4 years ago, a construction boom occurred, starting with the Fire Administration Building. D. Schaller and M. Schuchardt now typically manage five to seven projects per year. These large, multi-million dollar construction projects require more coordination, complex repairs, complex construction, and encounter a more complex regulatory process. The Construction Managers work with more subcontractors and supply vendors, which means more contracts to manage. They also pull together a design team to choose design consultants and work with the consultants on the design agreement. Construction complexity has increased in projects that require historic preservation and due to sustainability efforts. Both Dave and Mike are paired with newer staff to teach them about the complexities of this entire process.

Since D. Schaller and M. Schuchardt are both managing multiple, complex projects independently and providing mentorship to newer Engineers and Architects it would be appropriate to recreate their positions as Construction Managers to Construction Manager 2 in (CG 18, R 12), and reallocate them to the new positions.

We have prepared the necessary Resolutions to implement these recommendations.

Editors Note:

Compensation Group/Range	2020 Annual Minimum (Step 1)	2020Annual Maximum (Step 5)	2020 Annual Maximum +12% longevity
18/6	\$58,921.46	\$69,375.80	\$77,700.90
18/8	\$63,911.12	\$75,840.96	\$84,941.88
18/10	\$69,375.80	\$83,377.06	\$93,382.31
18/12	\$75,840.96	\$91,560.04	\$102,547.24

Cc: Rob Phillips, City Engineer
 Kathy Cryan, Deputy City Engineer
 Bryan Cooper, Facilities Manager
 Incumbents