



Human Resources Department

Harper Donahue, IV, Interim Human Resources Director

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Date: January 5, 2018
To: Felicia Jones, AA Manager
From: Harper Donahue, *HD* Interim Human Resources Director
Re: Appeal of Job Study Recommendation

Thank you for meeting with me on November 7, 2017 to discuss your appeal of the position study done on your position, AA Manager. In accordance with City Personnel Rules I have completed a thorough review of your appeal, the original study, and the recommended placement of the AA Manager classification within the City of Madison Compensation Plan.

After reviewing the duties performed by the AA Manager, the materials/related information that was provided during both the original study and the appeal process, I have determined that the study performed by Susan Gafner and/or Michael Lipski resulted in an accurate recommended placement of the AA Manager classification within Compensation Group 18 at Range 15 and therefore the decision is upheld.

Based on your December 21, 2017 email, it is my understanding that you are of the belief that your position was "mis-classed" in 2006 as the duties and responsibilities associated with your position are consistent with the duties and responsibilities of the previous Affirmative Action Director (Comp Group 21 Range 17). Further, you feel the duties and responsibilities associated with your position have actually expanded since that time.

As such, I submit the following in support of my decision to uphold the current recommendation to place your position in Compensation Group 18 at Range 15:

The work of the Affirmative Action Manager is described as:

... highly responsible managerial and professional work directing the administration of City, State, and federal contract compliance and special recruitment functions, and staff of the Department of Civil Rights, to include: Contract Compliance, administration of the City's contract compliance policies, special emphasis recruitment,

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and associated services and reporting consistent with City-wide Affirmative Action goals and objectives. Under the general supervision of the Director of the Department of Civil Rights, the Affirmative Action Manager shall exercise judgment and discretion in meeting established goals and objectives. This position provides principal assistance to the Director of the Department of Civil Rights in the general administration of the department. Work is characterized by use of independent judgment, discretion, and decision-making in a wide variety of administrative and programmatic areas.

After thoroughly reviewing the information provided in the position study and allowing you the opportunity to provide additional information that you feel did not receive proper consideration, I have not found additional information that would cause me to conclude there have been substantial changes to your position since its creation in 2006 that would conflict with the current recommendation to place this position in CG18 at Range 15. As previously noted, in the recent study:

The AA Manager position was reviewed in 2015, and at that time, Human Resources did not find a significant change in the duties and responsibilities such that a reclass was warranted. Mr. Davis is now requesting that both positions be evaluated to determine whether they were misclassified when they were placed in CG18, R13 back in 2006. After reviewing the materials and other comparable positions, I conclude that the positions were appropriately classified back in 2006. However, since that time, other positions in the City have changed such that these positions no longer remain appropriately compensated. Rather, based on the level of management responsibility of the positions, the direct reporting relationship with the Civil Rights Director, and comparable managerial positions in the City, I recommend that both classes be moved to Compensation Group 18, Range 15 and the incumbents reallocated to the new positions/range..

While the full range of duties detailed in your position study may not have been performed by the previous incumbent, these duties were indeed associated with this classification since its creation in 2006. Additionally, while there are beliefs that your role is most comparable to the work found in the Affirmative Action Director class spec, it should be noted that City of Madison Department/Division Head responsibility includes serving as appointing authority, with ultimate responsibility for agency budgets, and hiring. These responsibilities carry significant weight within the City's Compensation Plan, and are no longer associated with your current position.

In closing, I want to emphasize that this determination is not a measure of your performance or a lack of respect for the important work you perform in your current role. This classification decision, as defined in the Personnel Rules, is based on a

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comparative analysis of other positions that also perform very important and complex work for the City.

If you disagree with this decision, the Personnel Rules allow you to appear before the Personnel Board. The Board may choose to uphold the decision or send the matter back for further study, with instruction as to what needs to be looked at further. Please let Mike Lipski know if you intend to appear so he can prepare the agenda for the Personnel Board meeting on March 7, 2018.

CC: Norman Davis, Civil Rights Director
Michael Lipski, HR Services Manager
Susan Gafner, HR Analyst