




Human Resources Department

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Date: October 17th 2012

To: June Garvin, Housing Site Manager
Sally Hanks, Housing Site Manager
Elizabeth Yszenga, Housing Site Manager

CC: Augie Olvera, Housing Operations Program Manager
Natalie Erdman, CDA Executive Director

From: Brad Wirtz, Human Resources Director 

Re: Appeal of Job Study Recommendation

Thank you for meeting with me on the 2nd of October to discuss the duties and responsibilities of the Housing Site Manager classification. In accordance with City Personnel Rules I have completed a thorough review of your appeal, the original study, and the placement of the Housing Site Manager classification within the City of Madison Compensation Plan. I appreciate the time you spent describing the work that you do as well as your dedication to the performance of the duties of this very important and complex classification.

After reviewing the duties performed by the Housing Site Manager, comparable classifications, and related information, I have determined that the study performed by Harper Donahue resulted in an accurate placement of the classification within Compensation Group 18 Range 8 and therefore the decision is upheld. It should be noted that this is not a criticism of the work you perform as it is complex, objective level professional work. I submit the following in support of the decision:

I find that Mr. Donahue did a thorough and exhaustive review of the duties involved and comparable positions within the City's compensation plan. I believe he makes an accurate assessment of the changes in responsibilities and the majority of the changes result from the redistribution of duties previously performed by the Housing Maintenance Supervisor, a classification in CG 18, Range 8. This I find to be the most compelling justification for moving these positions up one range to range 8.

Although you perform a very wide variety of job responsibilities, some of which may be classified lower and some of which may be

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classified higher, the clear majority of the duties and responsibilities of these positions as you described in person and in the position description you created, represent the type of objective level professional work that would be expected of positions in compensation group 18 range 8. As described in Mr. Donahue's report, the Administrative Analyst 2, Housing Operations Analyst, as well as the other objective level professional positions including Planner 2, Accountant 2, HR Analyst 2, Architect 2, and Engineer 2 are complex professional positions requiring similar degrees of knowledge, skills, and abilities. Much of the of the work you described could fall within one of the aforementioned Range 8 classifications or the Housing Maintenance Supervisor position, which also falls within Range 8.

The classification requires some inspection and reporting work, and you will find comparable tasks performed by lower level positions. The classification also requires the performance of some higher level responsibilities such as conducting hearings and preparing briefs which may fall into a higher classification of work. Neither of these responsibilities, the lower level or the higher level, define the position. Although difficult to assess, you indicate that the higher level responsibilities described above make up about 15% of the work.

When reviewing CG18, Range 10 positions, they can be distinguished from those in CG18, R08 due to increased complexity of work and greater responsibility. As indicated earlier in this memo, professional positions in CG18, R08 are expected to perform a broad range of professional responsibilities. Once someone advances to a professional position in Range 10, more complex assignments are required. For example, the Planner 3 generally staffs a major board or commission, the Engineer 3 takes on responsibility for a specific program within the Engineering Division which includes attending public meetings and coordinating project components with other City and external entities, and the MIS3 performs complex programming/project management responsibilities (see Legislative File #26609 for a discussion of the difference between an MIS2 and MIS3). In fact, the Engineer 3 requires a Certificate of Engineer in Training, not required at the lower levels. It is also important to point out that these positions have the expectation of more complex work due to the professional degree requirements to enter the series, a requirement not found in the Housing Site Manager. Also, the 3 level classifications generally require approximately 4 years of directly related professional work in addition to the degree, again higher requirements than that found in the Housing Site Manager classification.

In the request for review you provide a number of items you wished to discuss in more detail. Following our discussion, I reviewed these

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items more specifically in consideration of other positions within the City's Compensation Plan.

The first item you list is Decisional Impacts, your memorandum states:

Due to the implementation of HUD's Asset Management Program and the autonomy of our positions it is imperative that we make accurate and quick decisions that could have significant financial, legal and security impacts to our housing communities, the City of Madison's investment of the real estate properties and the health and safety of community members utilizing our facilities.

Following our discussion there was no doubt that each of you are responsible for making important and difficult decisions. The example you provided during our conversation was that of a flooded lobby, and the need to respond quickly in order to avoid structural damage to the building and provide for the security of the residents. Although this is an important responsibility, it is something that the Housing Maintenance Supervisor classification was previously responsible for on a city-wide basis. As indicated previously, the Housing Maintenance Supervisor has historically been placed in range 8.

It should be noted that decisional impact is one of the more difficult considerations identified in the Personnel Rules. For example, Police Officers and Firefighters are currently compensated at a level comparable to an employee in CG 18 Range 5. When you think about the decisional impact of a Police Officer or Firefighter for example, the split second decisions that they need to make in emergency situations can have a dramatic legal, economic, safety and security impacts on citizens and visitors all over the City of Madison.

The second item you list is Supervisory Responsibilities, your memorandum states:

The job study suggested that we do not supervise a high level of maintenance technicians, however we are responsible for overseeing the work of electricians, plumbers, HVAC contractors, elevator repairs, fire/suppression systems, security monitoring and locking systems, smoke and CO2 detection systems and carpentry repairs.

Our supervisory responsibilities have increased; although we do not supervise city employees that have a "higher skill level" we do supervise "highly skilled contractors". It is our responsibility to find and evaluate contractors to perform highly technical repairs.

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We must be able to accurately assess when a task exceeds our maintenance staff's expertise. Once that is determined we must evaluate a contractor's ability to accurately perform the duties, cost of the service, integrity of the company, compare services and select the best option. Once the work is complete we review it for accurate completion and quality of the work performed prior to authorizing payment.

In addition, we supervise assistant managers in comp group 18, mental health social workers and evaluate the contracted services of security personnel, both of which require specialized knowledge.

Oversight of contractors is not considered supervisory work. That is not to say it is easy or not complicated, but the City employs many Construction Inspectors, Elevator Inspectors, Building Inspectors, Fire Code Enforcement Officers, Zoning Code Enforcement Officers, etc., all of whom are required to oversee and evaluate the work of contractors and other private interests. These classifications are also represented by a union and therefore are prohibited from actually supervising employees. It is also important to note that the projects and impacts of the decisions made by these employees have substantial economic, legal and safety ramifications for citizens and visitors that come to the City of Madison.

The Assistant Manager position you reference is actually classified as a Program Assistant 2 and falls within compensation group 17 not 18. The position was recently created and is described as follows:

The specific duties of the position, including requirements for knowing and applying HUD and WHEDA reporting requirements and regulations, and inspecting apartments in accordance with HUD and CDA regulations is demonstrative of the high-level interpreting and applying of unit policies, systems, and procedures expected of a Program Assistant 2. In addition, this position will carry out additional program functions such as coordinating the move-in/move-out process for tenants, conducting annual inspections of apartments, mediating disputes between residents, and referring tenants to different social service/community outreach programs as necessary. This is high-level programmatic work which requires in-depth specialized knowledge of the entire range of housing regulations and policies, both within the City as well as through HUD and WHEDA. Based on this, I conclude that the position falls within the classification of a Program Assistant 2. However,

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Housing Operations may use a working title of Assistant Site Manager if it wishes.

A later memo to the Personnel Board also indicates that this position spends 50% of the time as the only supervisor on the job site.

It is not uncommon within the compensation system to see range 8 or lower level positions with substantially greater supervisory responsibility, but this relatively low level of supervisory responsibility is not what defines the classification as it only represents about 15% of the work.

The third item you list is Managerial Responsibilities, your memorandum states:

We are responsible for maintaining the integrity of the multimillion dollar property investments of the City of Madison. Due to this investment we are committed to maintaining safe and sanitary housing to serve our communities disadvantaged population. Without our oversight the properties could deteriorate to the point where the cost to replace substandard housing would be a substantial expense to the City of Madison. Additionally, the safety of the occupants of the buildings and community members coming to our properties to utilize our programs would be at risk. Regular visitors to our sites include social service agencies, students, citizens coming to vote, participants in lunch programs.

The physical environment that we work in is volatile. A large percentage of the impoverished population we serve and their guests have access to weapons, street drugs, and many have a history of violent behavior. A significant number experience mental illness or health conditions that affect their ability to control their behavior. These factors require us to have specialized communication skills and increase our risk of safety.

Maintaining the property and serving the communities disadvantaged populations make up a majority of the work described in position description. Managing and coordinating the work of multiple individuals and entities including contractors, employees, applicants, and residents in order to ensure that residents and communities are served appropriately is a complex set of tasks, but as indicated earlier, this is recognized by the placement of this position in range 8. Objective level professionals should be performing a complex set of tasks. The majority of the duties involved in serving the disadvantaged population have always been

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part of the position, which is currently classified in Range 7. The additional duties associate with maintenance and redevelopment justify a one range increase as originally proposed.

The last item you list is autonomy, your memorandum states:

We do not report to an intermediate manager but directly to the division manager. Our position requires us the autonomy to make important independent decisions on a daily basis. We are responsible for decisions that have the potential for serious legal, financial and security consequences.

I find this to be very similar to the item regarding decisional impact which is addressed above.

Again I want to emphasize that this determination is not a measure of your performance or lack of respect for the important work you do for the City. The classification decision, as defined in the Personnel Rules, is based on a comparative analysis of other positions that also perform very important and complex work for the City which is reflected by the placement of the position within range 8 of the respective compensation group. I appreciate your time and the work you do for the City and wish you the best of luck in future endeavors.

As previously discussed, 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 instructions 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 October 31, 2012.