

TO: Personnel Board

FROM: Julie Trimbell, Human Resources Analyst

DATE: September 28, 2018

SUBJECT: Media Team, Information Technology (IT)

At the request of former Information Technology Director Paul Kronberger, Interim Information Technology Director Sarah Edgerton, and IT Technical Services Manager Herb King, I have studied the five permanent positions within the IT Media Team:

- 1.0 FTE position #754 of Media Team Leadworker (CG16, Range 16), currently filled by Mr. Boyce Johnson.
- 1.0 FTE position #3318 of City Channel Producer/Director (CG20, Range 11), currently filled by Mr. Paul Schmidt;
- 1.0 FTE position #3738 of City Channel Producer/Director (CG20, Range 11), currently filled by Mr. Jesse Poole;
- 1.0 FTE position #4024 of City Channel Producer/Director (CG20, Range 11), currently filled by Mr. Joe Schraven;
- 0.7 FTE position #4319 of City Channel Producer/Director (CG20, Range 11), currently filled by Ms. Tanya Anderson;

These positions have evolved over time and therefore based on a review of the submitted position descriptions, discussions with Ms. Edgerton, Mr. King and the incumbents, and a review of other positions/classifications within the City, I recommend the following actions for the reasons outlined in this memo, to be effective January 14, 2018:

- Create a new classification titled Digital Media Supervisor with placement in CG 18, Range 10.
- Recreate the 1.0 FTE position #754 as a 1.0 FTE Digital Media Supervisor.
- Create a new classification of Digital Media Specialist with placement is CG 16, Range 14.
- Recreate the 1.0 FTE positions #3318, #3738, and #4024 each as a 1.0 FTE Digital Media Specialist and reallocate the incumbents to the new positions.
- Recreate the 0.7 FTE position #4319 as a 0.7 FTE Digital Media Specialist and reallocate the incumbent to the new position.
- Delete the classification of City Channel Producer/Director in CG20, Range 11.

Position #754 was last studied in 2014 when it was recreated from a City Channel Manager (CG18, Range 10) to a Media Team Leadworker following the retirement of the former incumbent and a re-evaluation of the needs of the IT Department and the Media Team. At that time, there was a need for a “working supervisor,” to provide leadership (coordination and

direction of staff), function in a back-up capacity for other staff members, and have primary responsibility for specific technical duties that were previously performed by the City Channel Engineer (CG16, Range 14). Because the then Local 60 (Local 6000) contract indicated that supervisors could only perform bargaining unit work on an incidental, limited basis, the needs of the IT Department could only be accomplished through a represented classification. As such, the Media Team Leadworker classification was created and the direct supervision of staff transferred to the IT Technical Services Manager.

Over the past four years, IT management and Media Team personnel have changed, as have the responsibilities of the position and needs of the Department. The incumbent has been participating in various supervisory/management level meetings, coordinating hiring processes and participating in hiring and promotion decisions, managing projects, providing consultation to other City agencies by reviewing plans and specifications, developing Citywide A/V standards, and managing the Media Team weekly meetings. Whereas in 2014, leadwork only made up approximately 30% of the position's time, an updated position description shows higher-level responsibility for managing affairs of the media team, direct supervision of staff, project management, and consultation to other agencies making up 90% of the position's time. These significant changes demonstrate that there is now a need for a full-time professional supervisory-level position to lead the team in the planning, design, review, configuration, programming, management and support of the City's television station, Madison City Channel, and the City's digital media. The position will participate in making policy, and setting strategic direction for Madison City Channel, digital media, and media and audiovisual systems design for the City of Madison. As a supervisory classification, the position will provide leadership, direct supervision, work review, evaluation, training and mentoring for the team, which includes the four City Channel Producer/Directors (which are included in this study) and the hourly Production Technicians. The position will no longer perform represented producer/director or technical work, which will now be the responsibility of the Producer/Directors. The position will continue to report to the IT Technical Services Manager (CG18, Range 16).

As there is no other classification within the City that performs this unique job function, a new classification of Digital Media Supervisor is warranted. Although there used to be a City Channel Manager within IT, this title no longer accurately describes the broad areas of responsibility that have evolved over the years. Rather, the reference to digital media more accurately reflects the various platforms used by the media team. The Training and Experience requirements for the Digital Media Supervisor would be four years of responsible experience in the production and direction of television programs, including at least one year of leadership or supervisory experience, and a Bachelor's degree in broadcasting, communications or a closely related field. Possession of a related Associate's degree and an additional year of related experience may substitute for the Bachelor's degree, and as always equivalent training and experience will be considered.

It is determined that placement of the new classification of Digital Media Supervisor in CG18, Range 10 is appropriate after reviewing other classifications/positions citywide. In reviewing

existing classifications with similarities to this new classification in terms of level of responsibility, there were several classifications considered:

- Recent reclasses at Monona Terrace has resulted in an IT Specialist 3 (CG18, Range 10) managing their Technical Services section. This position is primarily responsible for ensuring all technical operating systems and over 15 network servers at Monona Terrace are optimally functioning for their customers and clients. The work includes responsibility for equipment upgrades, RFP processes, budget recommendations, and participation in the All Manager's Meeting. The incumbent, who reports to a Monona Terrace Associate Director (CG18, Range 15), supervises an IT Specialist 2 (CG18, Range 6) and a Monona Terrace Technical Services Specialist 1 (CG16, Range14), who provide support to clients in terms of technology, software and equipment, and direct hourly Stagehands. The job responsibilities are not identical, but are similar in nature. Although the Digital Media Supervisor will not supervise professional level staff, they have other higher-level responsibilities, such as adhering to Federal, State, and local laws and guidelines regarding broadcast television, providing media and AV systems design consultation and support citywide, and managing production projects with a creativity aspect unlike that at Monona Terrace. The Training and Experience requirements however are very similar. This classification appears most similar to that of position #754 in terms of duties and responsibility.
- Metro Transit has a Transit Information Systems Coordinator, which is equivalent in pay to IT Specialist 4 (CG18, Range 12), who supervises two IT Specialist 2s (CG18, Range 8) and reports directly to the Metro Transit General Manager (CG21, Range 20). The Police Department has a Police Information Systems Coordinator (CG18, Range 12), who supervises 5 professional level IT Specialist 2 positions and reports to the Police Records Section Manager (CG 18, Range 15). These positions are responsible for a breadth of information technology needs for their department, project management, budget and RFP processes; coordinating efforts with Federal, State, and County officials, City staff, and vendors; and supervision of only professional level staff. The Training and Experience requirements for these positions require more years of experience. Due to these differences, I find these classifications to be a higher level than the Digital Media Supervisor class.
- The Principal IT Specialists (CG 18, Range 14) within the IT Department were also considered as they report directly to the IT managers in CG 18, Range 16. These positions, however, have citywide responsibility over each of their respective sections (Web, Database Applications, Help Desk and Network Operations) and supervise professional IT Specialists at various levels (CG18, Ranges 6 to 12). Their staff provide infrastructure, systems, applications and services to all City employees who keep the City functioning as a whole. The Training and Experience requirements for this classification require more years of experience. I also find this classification to be a higher level than the Digital Media Supervisor class, as the focus of this position is much narrower and because of the supervisory differences.

- The final consideration in compensation is with the previous City Channel Manager classification (see attached) that was placed in CG18, Range 10. As the structure of the Media Team is reverting back to the old structure, it's logical to review the obsolete manager class. That class specification defines the work as:

...professional supervisory, program management, and technical work involving the coordination and management of the City's Cable TV channel and video production center in the Information Technology Department. This position is responsible for administrative planning, program and policy development, and liaison activities; supervision of permanent and non-permanent staff; budget preparation and monitoring; development and maintenance of the video production facilities and equipment; assessment of City agency programming and communication needs; and performance of other related administrative and program development functions. The work is performed independently under the limited supervision of the Information Technology Director.

It appears that while the use of digital media has expanded significantly, much of the work is still consistent with that classification, as are the Training and Experience requirements. Although the reporting structure has changed with the Media Team now directly reporting to an IT Manager, the compensation must fall in line with the other IT positions and appears appropriate at this same level.

The new professional Digital Media Supervisor position will be filled through an internal competitive process. The incumbent will continue to underfill position #754 as a Media Team Leadworker until the conclusion of the competitive process. In addition, the classification of Media Team Leadworker will remain in the City's classification structure in case it is needed in the future, due to growth on the team.

The City Channel Producer/Director (CG20, Range 11) positions were last studied in 2013, but only in the capacity to change the City Channel Producer/Director series, 1 (CG20, Range 9) and 2 (CG20, Range 11), to a single classification and to update the Training and Experience requirements and reporting structure. The class specification defines the work as:

...responsible technical work in producing programming and other video materials for Madison City Channel and other client agencies. Work involves providing leadership and administrative support for production activities; training, directing and evaluating production crew members; and serving on production crews. Additional duties involve diagnosis and troubleshooting of equipment and software issues, and researching and recommending purchases of production related equipment. The work is performed independently under the general supervision of the IT Technical Services Manager, and is reviewed through periodic conferences and evaluations of finished products.

Since that time, the incumbents have taken on additional job responsibilities (see gray rows below):

Function	Position #3318	Position #3738	Position #4024	Position #4319
Meeting Production	15%	25%	25%	
Studio Show Production		10%	5%	
Event Coverage	15%	25%	25%	
Media Project Management	50%	20%		5%
Media Project Production			30%	15%
Miscellaneous/Training	5%	10%	15%	5%
Media Distribution	5%	10%		30%
Digital Asset Management				30%
Digital Signage				15%
Systems and Equipment	5%			
Still Photography	5%			

A review of the duties and responsibilities shows the incumbents perform a variety of tasks at different percentages of time, although each incumbent is expected and responsible for performing all tasks, if needed, in the absence of others. Incumbents are currently assigned and performing tasks in primary or secondary capacities based on their skills and interests:

- Meeting/studio show production and event coverage encompasses anywhere from 30% to 60% of work time for the majority of incumbents. This work has been and continues to be the primary focus of the Media Team.
- The demand for media project work has increased significantly over the last few years and has become more complex in terms of planning and coordination, and includes writing full scripts, off-site filming, multiple shoots, and more talent involved in those shoots. The time spent performing this work now ranges from 20% to 50% among the incumbents.
- Training and miscellaneous work continues to be a relatively small portion of the overall workload.

Because the Media Team Leadworker has taken on increased responsibilities as described above, the engineering work formerly associated with that position has been taken on by the incumbents, and this will increase and be spread out among multiple positions with the new structure. Although the majority of the new responsibilities not found in the current class specification are being performed by one incumbent, all incumbents would have responsibility for performing the tasks if needed. This includes media distribution to various distribution platforms and managing Mediasite streaming platform software, digital asset management, digital signage, maintaining and upgrading systems and databases, software and equipment, and still photography. Many of the new duties are above and beyond the scope of the current City Channel Producer/Director class specification and the producer/director functions, and include managing equipment and digital media after production. Much of that work was performed by the Media Team Leadworker, who also served as the City Channel Engineer,

which was a separate classification in CG16, Range 14. In recognizing this higher level of work, it is recommended that a new classification of Digital Media Specialist be created.

In terms of compensation, there are several classifications to consider in terms of the level of work and job responsibilities. As mentioned above, the Producer/Directors are performing some of the work that was previously the responsibility of the City Channel Engineer (CG16, Range 14). As such, this is a good level at which to start the analysis.

The Monona Terrace Technical Services Specialist 1 (CG16, Range 14) appears to be another comparable level within the City's Classification and Compensation Plan. Although the Monona Terrace positions are not producing and directing, they are technicians of related equipment and several of the job responsibilities are found in both classes, such as:

- Responsibility for working with audio, video and lighting equipment, and computers and related systems;
- Consulting with clients regarding which methods and technologies are appropriate for an event;
- Directing hourly staff members;
- Monitoring and troubleshooting equipment;
- Digital signage; and
- Researching and recommending the purchase of new systems and equipment.

Some of the major differences between the classifications are:

- The Media Team is using their own production equipment to perform the majority of their work versus learning and using a variety of equipment rented or brought by clients as Monona Terrace does on a regular basis;
- The impact of work at Monona Terrace can have a great financial impact on the overall operations of the Monona Terrace Community and Convention Center if the Technical Services Specialists are unable to effectively and efficiently resolve problems that arise during live events that are time sensitive (their decisions and actions can impact the possibility of future events with clients and future revenue to the City as well);
- The Media Team has a creativity aspect of producing media projects that is unlike work performed by the Monona Terrace Technical Services Specialists.

It appears many of the differences offset one another and make this a rather comparable class.

The Monona Terrace Technical Services Specialist 2 (CG16, Range 15) performs the same duties as the Specialist 1, but also serves as more of a leadworker with respect to time sheets, billing, and hiring over Stagehands. As such, this would not be an appropriate comparison.

The Media Team Leadworker (CG16, Range 16) classification provides leadership to the entire Media Team, including all of the Producer/Directors, and reports directly to the IT Technical

Services Manager. Likewise, this would not be an appropriate classification or level for comparison purposes.

Placement in CG16, Range 14 seems most appropriate. The Equal Employment Opportunity Commission (EEOC) designates this type of work as falling under the Technician job category, and as such the classification should move to CG16, which incorporates general and field positions, as opposed to CG20, which includes clerical and paraprofessional positions. The new title is reflective of the fact that a large percentage of the work (40-70%) is not spent producing or directing television programs.

Based on the prior analysis, I recommend creating the new classification of Digital Media Supervisor in CG 18, Range 10, and recreating position #754 as a Digital Media Supervisor in CG18, Range 10. I also recommend creating a new classification of Digital Media Specialist in CG 16, Range 14, recreating positions #3318, #3738, #4024 and #4319 as Digital Media Specialists in CG16, Range 14, reallocating the incumbents to the new positions at their respective FTE levels, and deleting the classification of City Channel Producer/Director in CG20, Range 11, within the Information Technology budget.

The necessary resolution to implement this recommendation has been drafted.

Editor's Note:

Compensation Group/Range	2018 Annual Minimum (Step 1)	2018 Annual Maximum (Step 5)	2018 Annual Maximum +12% longevity
20/11	\$46,918	\$52,518	\$58,820
16/14	\$54,117	\$60,915	\$68,225
16/16	\$56,703	\$65,035	\$72,840
18/10	\$67,192	\$80,752	\$90,442

cc: Sarah Edgerton – Information Technology Director
Herb King - IT Technical Services Manager
Greg Leifer - Employee and Labor Relations Manager