

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 14 January 2016

SUBJECT: Police Administrative Services Manager – Madison Police Department

At the request of Police Chief, Michael Koval, and Assistant Chief, Susan Williams, I conducted a position study of the Police Administrative Services Manager (#2576; CG18-12) in the Police Department; currently occupied by Ms. Terri Genin. The request for this position to be reclassified is based on increased staff supervision with the addition of professional level employees, as well as the shift to more involvement in planning activities and training personnel. In addition, while the classification was originally placed in Range 12 because that is where civilian positions considered equivalent to Captain were placed, the Police Department in recent years has requested that civilian positions be studied and classified compared to other positions in CG18 throughout the City and not just internal to the Police Department. Based on conversations with Assistant Chief Williams, the incumbent, and upon reviewing the current position description, I recommend deleting the classification of Police Administrative Services Manager in CG18, Range 12 and recreating it in Range 14, and then reallocating Ms. Genin into the recreated classification.

Ms. Genin began working for the City in 1996 and progressed into various positions until she promoted to the Police Administrative Services Analyst in 2001. In 2006, Ms. Genin was reclassified into her current position of Police Administrative Services Manager in CG 18, Range 12, consistent with the Fire Administrative Services Manager in the same range.

A review of the classification specification for the Police Administrative Services Manager identifies the work as:

... responsible **professional and administrative and supervisory work** within the Police Department. This position provides professional staff support in the **development, analysis and administration of the department's budget and departmental programs, operations, and functions and in the coordination of grant application and administration activities**. Under the general supervision of the Police Chief, the employee functions as **an integral member of the Police Management Team** by providing expertise in the areas of budget, program and staff analysis, grant management, management information, and administrative support. Work is **characterized by** the requirement for **initiative, independent judgment and discretion**. [emphasis added]

Since the reclassification in 2006, several changes have occurred, including the addition of professional staff. A Grants Administrator (CG18, Range 08) was hired in 2009 to be solely responsible for writing grant applications, grant monitoring and reporting, and all activities related to grants administration. With oversight and training from the Police Administrative Services Manager, the Grants Administrator also is responsible for the MUNIS accounting module for all the Police grants. Most recently in 2015, a professional Accountant 2 (CG18, Range 08) was hired in this section to coordinate the Training Center enterprise accounting system and manage the MPD contract and capital expenditure process. Lastly, the payroll function of MPD is one of the most complicated in the City with over 600 employees, in 5 different bargaining units or employee associations. Payroll processing integrates data from the scheduling software and financial systems with a variety of complex details.

A complexity factor this position study revealed is related to the nature of the rotational organizational structure of MPD. Every few years the Police Captains rotate and transition into various assignments throughout the department. Ms. Genin is the main point of contact for the newly appointed Captains to understand and implement the budgetary policy and procedures within their new assignments. This constant rotational cycle, with the Police Administrative Services Manager as the constant, requires consistent and ongoing training for the Captains. In this role, Ms. Genin serves an integral part of the Management Team and has increased involvement in all areas of MPD administration.

During the course of this study, I reviewed the responsibilities and duties for the Library Business Operations Manager for comparison. A review of this classification specification as:

... responsible **managerial, professional, and administrative work dealing with the full spectrum of business and administrative operations** at the Madison Public Library. Work incorporates comprehensive responsibility for the Library collections, including acquisitions and cataloging; negotiation and oversight of the Library's contract with the South Central Library System; and **preparation and oversight of the Library's operating budget**. Work involves **considerable discretion and judgment** in a wide variety of assigned administrative and program areas. Under the general direction of the Library Director, the employee plays a key role in the overall management of the Library. [emphasis added]

In evaluating the comparable position to the Police Administrative Services Manager, there are several similarities that would warrant placement at the same range. First, both position serve as the point of contact for the administrative operations of their respective departments. Second, while both Managers supervise smaller staff sizes, they do have oversight of large, complex, multi-faceted budgets. Third, these positions both require a high level of expertise in their program areas which involves considerable judgment and independent decision making. Lastly, the Managers also serve as key members for their agency's management teams.

Additionally, I review the class spec for the Principal Accountant (CG18, Range 14), which indicate this position as:

... **highly responsible professional, managerial, supervisory, and administrative work in planning, coordinating and directing the accounting functions** within the Finance department. A Principal Accountant will oversee ... the administration of the ERP system and Principal Accounting, ... or ... payroll/benefit administration. ...**Responsibilities within "payroll/benefit administration"** include management and directing city-wide Payroll Services **including processing payroll, meeting government reporting requirements, implementing labor agreements/employee handbooks and ordinances**. Work is characterized by **significant technical and supervisory responsibility** for the development and implementation of the specified accounting area. The work is performed under the limited supervision of the Accounting Services Manager and **participates in the formulation of accounting and financial policies and procedures** as part of the Finance Department's Management Team. Work is characterized by a **high degree of independent judgment, discretion and considerable initiative**.

Consistent with the Principal Accountant role, the Police Administrative Services Manager administers MPD's entire payroll function, as well as the department's purchasing. Ms. Genin provides the agency with technical expertise and supervisory oversight by planning and coordinating the accounting and financial policies and procedures for the financial function in Police Department and the respective five (5) districts and six (6) sections.

For the reasons outlined in this memo, I am therefore recommending that the position of Police Administrative Services Manager be reclassified into CG 18, Range 14 within the Police Department budget, and the incumbent, Ms. Genin, be reallocated to the new position. The necessary resolution to implement these recommendations has been drafted.

Editor's Note:

| Compensation Group/Range | 2016 Annual Minimum (Step 1) | 2016 Annual Maximum (Step 5) | 2016 Annual Maximum +12% longevity |
|--------------------------|------------------------------|------------------------------|------------------------------------|
| 18/12 | \$68,938 | \$83,227 | \$93,214 |
| 18/14 | \$75,788 | \$91,238 | \$102,187 |

cc: Chief Michael Koval – Madison Police Department
Assistant Chief Susan Williams – Madison Police Department
Mike Lipski – HR Services Manager
Terri Genin – Incumbent