

TO: Personnel Board
FROM: Otis Harris, Jr., Human Resources Analyst
DATE: 13 December 2023
SUBJECT: Crossing Guard Supervisor, Traffic Engineering Division

On August 24, 2023, The City of Madison's Director of Traffic Engineering Yang Tao, submitted a position study request to Human Resources for the Crossing Guard Supervisor classification, in Compensation Group (CG) 18, Range (R) 01; position #2659 is currently occupied by Nikolas Magallon and position #2648 is currently occupied by Alexander Stewart. This study requested a change the classification of both positions to CG 18 R 5 based on higher level responsibilities for more complex administrative, personnel management, program management and budget oversight of activities in relation to Traffic Engineering (TE) programming, management, contracting and coordination with vendors.

Recently, the Traffic Engineering Division acquired the Crossing Guard program from the Madison Police Department (MPD). Because of this program transfer, the responsibility and complexity of the role of the Crossing Guard Supervisors has increased. In order to maintain the operations, administrative, project and personnel management, Traffic Engineering shifted the full program management of the Crossing Guard program to the Crossing Guard Supervisors. The change in the work is logical and has been gradual. After a review of the updated position descriptions, meeting with the supervisor and employees, and upon a full analysis, I do recommend the following for the reasons outlined in this memo:

- Delete the classification of Crossing Guard Supervisor in CG 18, R01 from the salary schedule; and
- Recreate the classification of Crossing Guard Supervisor in CG 18, R03 in the salary schedule; and
- Recreate position numbers #2659 and #2648 in the recreated Crossing Guard Supervisor classification in CG 18 R03 in the permanent salary detail of the 2024 Traffic Engineering Division operating budget; and
- Reallocate the employees, Nikolas Magallon and Alexander Stewart, to the new positions respectively.

First, a review from the classification specification for the Crossing Guard Supervisor describes the work as:

... supervisory work in directing and controlling the activities of school Crossing Guards engaged in safely guiding children across various street crossings near public, private and parochial schools. This position is responsible for: **maintaining work schedules, performing recordkeeping work, and maintaining adequate coverage at all crossings.** Supervisors may also fill in for Crossing Guards, as required.... [Emphasis added]

Upon creation of the position Crossing Guard Supervisor position focused primarily on supervising the work of Crossing Guards engaged in safely guiding children in school zones, payroll and recordkeeping administration, as well as responding to issues, concerns and public complaints related to the Crossing Guard program. However, with the transfer of the program to TE the needs of the Crossing Guard program have added new duties to include:

- Crossing Guard Supervisors are now responsible for conducting Crossing Guard traffic studies, compiling the data and assisting Traffic Engineers with the analysis. This includes added responsibility for making recommendations related to crossing guard locations and preparing information for presentations to the Transportation Commission.
- Crossing Guard Supervisors have taken a more involved role in the School Traffic Safety Committee, by assisting with reviews of traffic safety concerns at schools and making recommendations to resolved concerns, as well as assisting with developing educational materials related to school traffic safety.
- Crossing Guard Supervisors have taken on additional administrative duties for purchasing and procurement activities. This includes managing the uniform allowance program.
- Crossing Guard Supervisors have greater responsibility for the development of rules, policies and procedures for the program and are expected to bring recommendations to the Pedestrian Bicycle Administrator.
- Crossing Guard Supervisors developed changes to the Substitute Crossing Guard benefits structure. They also proposed changes to benefits in Appendix B and participated in the Meet and Confer process.
- Crossing Guard Supervisors have implemented ideas to improve the absence reporting protocol.
- Crossing Guard Supervisors are taking a lead role in doing a RESJI analysis of the current Crossing Guard placement criteria including making recommendations, preparing data and presenting information to the work group.
- Crossing Guard Supervisors now have increased independence in making decisions about personnel matters, since MPD functions with a different structure/chain of command. This meant the Crossing Guard Supervisors now take lead in personnel matters and work directly with HR Services and Labor Relations as needed.
- Crossing Guard Supervisors now also participate in Traffic Engineering management discussions including work planning efforts.
- Crossing Guard Supervisors draft press releases, social media posts, and provide write ups for news in print and do TV appearances.

These programmatic activities have been assigned as new responsibilities to current staff in the Crossing Guard Supervisor positions which aligned with the needed work. Now a review from the updated position description for the proposed Crossing Guard Supervisor classification, which describes the work as:

...responsible supervisory, field, administrative and program coordination work in the development and implementation of the Adult School Crossing Guard Program. This position manages the activities of Adult School Crossing Guards engaged in safely guiding children across various street crossings near public, private and parochial schools. This position is responsible for **maintaining work schedules performing recordkeeping and maintaining adequate coverage** at all crossings. The employee will be the primary supervisor for half of the crossing guard staff and will **regularly be accessible in the field to engage with Crossing Guards, to facilitate communication, ensure safe practices and respond to any traffic safety concerns near the Crossing Guard locations.** This includes **development and clarification of policies, procedures, and ensuring that traffic safety best practices are maintained.** The work involves **coordination with other Traffic Engineering Initiatives focused on**

safe school travel such as Safe Routes to School. Supervisors may also fill in for Crossing Guards, as required. This work is performed within the Pedestrian Bicycle Unit of Traffic Engineering and under the general supervision of the Pedestrian Bicycle Administrator. [Emphasis added]

Now a review of several classifications in comparison to the Crossing Guard Supervisor. These classifications were selected to showcase the level of staff management, programming, administrative assignments and fiscal responsibilities.

The Administrative Supervisor classification, in CG 18 R 3, which is similarly aligned with the work of the Crossing Guard Supervisor, describes that work as:

...responsible, supervisory support work relative to the development and implementation of divisional and/or departmental administrative programs and functions. Employees in this class typically function as office managers responsible for the coordination of all administrative support including the supervision of administrative staffs. **Work is characterized by responsibility for a wide variety of administrative services** (such as the development and implementation of budgetary documentation and fiscal controls, personnel, purchasing, payroll, and the supervision of office clerical activities); **and/or direct responsibility for a comprehensive administrative program** requiring the development and integration of **diverse and complex operational data** inherent to unit operations. This work is performed with a high degree of independence and discretion. Under the general supervision of a department or division head, or high-level manager, **work is normally assigned in terms of program objectives and directives; and employees are responsible for establishing the necessary administrative procedures, methods and controls.** [Emphasis added]

Now a review from the Pedestrian and Bicycle Outreach Coordinator classification in CG 18 R 4, which describes the work as:

...professional communication and education work on behalf of the City of Madison Traffic Engineering traffic safety initiative. The work involves **designing and producing public information, social media, community education, and internal communications materials and activities** for Traffic Engineering under the general supervision of the Pedestrian Bicycle Administrator. Duties include **public relations, public contact and customer service, social media, and maintaining internal/external communications and materials regarding traffic safety.** Work involves considerable judgment and discretion with relation to customer service and technical support.

And, finally a review from the Monona Terrace Assistant Operations Supervisor classification in CG 18 R 4, which describes the work as:

... responsible supervisory work in assisting in the management and oversight of operational activities (e.g., event set-up, custodial and security) within the Operations Section of the Monona Terrace Community and Convention Center. Work includes **planning, coordinating, developing and overseeing daily operational services and substantive involvement in related administrative functions (e.g., development and implementation of building standards and policies; purchasing and inventory control; diverse recordkeeping; payroll; and emergency plan administration).** Under the direction of the Quality Improvement and Operations Manager, this position is characterized by **independent judgment and discretion** in providing for the **oversight of ongoing operational services during extended hours of operations.** [Emphasis added]

My analysis found that not only do the Crossing Guards supervisors have a higher level of supervisory expectation than previously when in MPD, but their scope of work has increased in complexity and responsibility. Their scope of work now include: conducting traffic studies, assisting traffic engineers with traffic data and analysis, preparing comprehensive information for presentations to the Transportation Commission, purchasing and procurement activities, overseeing the uniform allowance program, autonomy in personnel decisions (e.g. leading personnel matters and working directly with HR Services and Labor Relations as needed), drafting press releases, creating social media posts, providing write-ups for print news and TV appearances, work was previously done by a Public Information Officer. This work is similar to the Administrative Supervisor, as the scope of this classification includes direct responsibility for a comprehensive administrative program involving developing and integrating complex operational data, assignments are based on program objectives and directives; with employees being accountable for creating the appropriate procedures, methods and controls, overseeing multiple administrative services such as developing and implementing budgetary documentation and fiscal controls, managing personnel, purchasing and payroll.

The classifications in CG 18 R 4, including The Monona Terrace Assistant Operations Supervisor and Pedestrian and Bicycle Outreach Coordinator have broader scopes of responsibility than that of the Crossing Guard Supervisor position. The scope of work for the Monona Terrace Assistant Operations Supervisor includes oversight of operational activities during all hours of operation, as well as daily staff supervision and management of operational services. In addition, Monona Terrace Assistant Operations Supervisor has additional responsibilities which include developing and implementing building standards and policies and emergency plan administration. The work of the Pedestrian and Bicycle Outreach Coordinator includes managing the traffic safety initiative which requires specialized knowledge to educate and communicate with professionals and the public, creating a variety of communication materials and coordinating accompanying activities, including public information, social media, community education and internal communications.

As noted above, classifications in CG 18 R 4 have a greater scope of work and expectation of responsibility than the Crossing Guard Supervisor. While the Crossing Guard supervisors do manage a large staff spread out across the city, and have taken on new responsibilities as a result of the move to Traffic Engineering; they also operate within a very specific time of day and only during the school year. The additional specialized programmatic responsibilities make it appropriate for the Monona Terrace Assistant Operations Supervisor and the Pedestrian and Bicycle Outreach Coordinator to be in a higher classification than the Crossing Guard Supervisor. The Crossing Guard Supervisors work is assigned based on the City of Madison Traffic Engineering Division's internal review of their current organization and needs. These assignments enable the Traffic Engineering Division to continue to maintain a high level of service and enhance the overall operations. The structure of TE is different than that of MPD, with fewer support staff in TE which meant certain new duties taken on by the Crossing Guard Supervisors. The transfer of the Crossing Guard Program to TE was intended to make the program embedded in decisions surrounding traffic safety at schools. Many of the additional duties are in line with the goals of the transfer and are necessary to the success of this change.

Therefore, I recommend that the Crossing Guard Supervisor classification be recreated in CG18, Range 03; and position #2659 and #2648 be recreated in the new Crossing Guard Supervisor classification in the permanent salary detail of the 2024 Traffic Engineering Division operating budget, and reallocate the employees, N. Magallon and A. Stewart, respectively.

The necessary resolution to implement this recommendation has been drafted.

Editor's Note:

Compensation Group/Range	2024 Annual Minimum (Step 1)	2024 Annual Maximum (Step 5)	2024 Annual Maximum (+12% longevity)
18/01	\$ 58,659	\$ 66,023	\$ 73,946
18/03	\$ 61,468	\$ 70,091	\$ 78,502

cc:

Yang Tao – Director of Traffic Engineering
Erin Hillson - HR Director
Renee Callaway – Bicycle & Pedestrian Manager
Emaan Abdel-Halim – HR Services Manager
Niko Magallon – Employee
Alexander Stewart - Employee