

TO: Personnel Board

FROM: Michael Lipski, Human Resources

DATE: June 22, 2011

SUBJECT: Human Resources Analyst 2

At the request of Human Resources Director Brad Wirtz, I have studied the position (#878) of Human Resources Specialist 2 (CG18, Range 08) currently occupied by Erin Stenson. Mr. Wirtz is recommending movement of Ms. Stenson to Labor Relations Specialist (CG18, Range 12), which is how the position is currently budgeted. After reviewing the position description (see attached), and conversations with Labor Relations Manager Greg Leifer and the incumbent, I agree that Ms. Stenson should be moved to the classification of Labor Relations Specialist for the reasons outlined in this memo.

The class specification defines a Human Resources Analyst as

This is responsible professional human resources work in the development and implementation of recruitment and selection processes, the analysis and administration of the classification and compensation program, the development and administration of labor agreements, coordination and administration of employee benefits, and/or other related professional human resource activities and functions.

A Human Resources Analyst 2 works at the objective level of the series and either is engaged in multiple areas of HR, such as recruitment and classification, or engages in specialized labor relations activities as the incumbent in this study does.

The class specification (attached) defines a Labor Relations Specialist as

...highly responsible, professional work in representing the City of Madison's interest in collective bargaining, contract administration, administering corrective actions and related subjects. Under the programmatic supervision of the Labor Relations Manager, this work is characterized by a high degree of independent judgment and discretion. The incumbent is expected to independently represent the City in resolving grievances, contract negotiations and arbitrations.

Examples of duties and responsibilities for the Labor Relations Specialist include

Negotiate the terms of labor agreements with representatives of duly recognized bargaining units, subject to the approval of the Mayor and Common Council, and in compliance with Sections 111.70, 111.71, and 111.77 of the Municipal Employment Relations Act and other related statutes. Act as chief negotiator for the City. Cost union and city proposals. Draft contractual language.

Conduct grievance meetings for grievances filed by employees in assigned bargaining units, as well as selected grievances filed by employees represented by other units. Conduct labor/management meetings. Investigate grievance issues, propose and review memorandums of understanding, represent the City of Madison in grievance arbitrations, and perform other activities necessary to resolve grievances in the City's best interests.

Prepare appropriate briefs and exhibits for grievance arbitrations and interest arbitrations.

Provide direction, consultation, and training for managers and supervisors on due process and appropriate disciplinary action, contract interpretation, problem resolution, performance issues, prohibited practices, and the administration of sick leave and other leave policies in accordance with federal, state and City requirements.

Provide training and consultation to managers and supervisors in all aspects of Employee and Labor relations.

Training and experience requirements for the Labor Relations Specialist are

Three years of responsible professional employee and labor relations experience involving ongoing responsibility in areas of contract construction, administration, and corrective action (with multiple and varied representation units); in providing consultation to managers regarding the full spectrum of labor relations activities; and in developing related processes and procedures. Such experience would normally be gained after graduation from an accredited college, or university with a degree in Human Resource Management, Business or Public Administration, Industrial or Labor Relations, or a related field. Possession of a Masters degree in Labor Relations, Industrial Relations, or a related field may be substituted for two years of experience.

Ms. Stenson was hired as a Personnel Analyst 1 (since retitled Human Resources Analyst) in the Human Resources Department in 2008 to perform labor relations activities under the direction of the Labor Relations Manager. As Ms. Stenson took on more independent tasks, she was reclassified to the 2 level after six months of employment.¹ Since that time, Ms. Stenson has continued to take on more independent and high-level responsibilities in the area of Labor Relations. In 2009, negotiations began on successor contracts with 12 labor organizations and Ms. Stenson was integral in those negotiations. She served in a lead capacity in certain of those negotiations and was involved in each set of negotiations directly at the table representing the interests of the City. As part of this process, Ms. Stenson worked with the Labor Relations Manager to meet with the various departments to define areas of concern in the labor agreements. Ms. Stenson worked with the Labor Relations Manager to draft the City's initial proposals, which she updated as negotiations progressed. Ms. Stenson also independently costed proposals made by the City and various Unions to determine the fiscal impact of various proposals. In addition, in 2009, the City entered into negotiations with IATSE, representing Stagehands, for an initial bargaining agreement. Ms. Stenson represented the City in those negotiations, assisting Mr. Wirtz.

In addition to a high-level role in bargaining, Ms. Stenson has provided professional support to City managers regarding administration of the various contracts. For instance, Ms. Stenson has independently represented the City in a number of grievance arbitrations over the last 2 years. In that role, Ms. Stenson has been responsible for recommending the City's strategy, preparing witnesses, putting on the City's case in front of the arbitrator, and writing briefs and reply briefs following the hearing. Ms. Stenson has been providing high-level advice and assistance to managers throughout the City regarding interpretation and implementation of the various collective bargaining agreements since she started in HR and this continues. In order for Ms. Stenson to be successful in this role, she must know the various labor agreements and how they differ, and she has been performing this work since her hiring in HR. Her advice also extends to grievance resolutions. Finally, Ms. Stenson has created a number of trainings in the area of

¹ Prior to working in HR, Ms. Stenson worked in parking enforcement, initially as a Parking Enforcement Officer and then as a supervisor. As a PEO, she served as a Union Steward for Local 60, and as supervisor was responsible for handling labor relations issues so she was very familiar with the Local 60 contract at the time of hire in HR.

Labor Relations and Performance Management. All of these duties and responsibilities fall within the examples found in the Labor Relations Specialist classification.

Ms. Stenson recently completed her Master's Degree in Human Resources and Labor Relations, and her three years of additional experience more than fulfill the minimum training and experience requirements for the Labor Relations Specialist. Based on her professional and independent role in the area of Labor Relations, I recommend reallocating Ms. Stenson to the budgeted level of Labor Relations Specialist.

We have prepared the necessary Resolution to implement this recommendation.

Compensation Group/Range	2011 Annual Minimum (Step 1)	2011 Annual Maximum (Step 5)	2011 Annual Maximum +12% longevity
18/08	\$52,309	\$62,073	\$69,524
18/12	\$62,073	\$74,938	\$83,928

cc: Brad Wirtz-Human Resources Director
Greg Leifer-Labor Relations Manager