

TO: Personnel Board
FROM: Michael Lipski, HR Services Manager
DATE: May 31, 2012
SUBJECT: MT Operations Manager-Monona Terrace

Monona Terrace Director Gregg McManners has requested a study of the Monona Terrace Operations Manager position, #3324, in CG18, Range 06, currently occupied by Connie Thompson. Ms. Thompson has worked for Monona Terrace since it opened in 1997, and became Operations Manager in 2001. In the last year, the position has taken on increased responsibility for quality improvement initiatives for Monona Terrace as a whole, working towards an application for the Wisconsin Forward Quality Award. Based on the position description that was submitted and interviews with MT Associate Director Kathi Hurtgen and the incumbent, I recommend creation of a new classification of Quality Improvement and Operations Manager, placement of the new classification in CG18, Range 10, and recreation of the current Monona Terrace Operations Manager position as a Quality Improvement and Operations Manager. However, because the quality work incorporated in this position is not a logical outgrowth of the operations manager focus, I conclude a new position has been created that should be posted and filled through a competitive process. Upon filling the new position, the existing position of Monona Terrace Operations Manager will be deleted.

The class specification for Monona Terrace Operations Manager (attached) identifies

...responsible professional supervisory and operations management work encompassing the areas of security, set-up/tear down, custodial services, parking liaison, and other related services for the Monona Terrace Community and Convention Center. As head of the Operations Section; develop operational policies, systems and procedures; and oversee, either directly or through subordinate supervisors and leadworkers, the performance of all operational services. The work involves performing all supervisory functions relative to the Customer Services Coordinators and their crews, consisting of full-time, hourly, work study, intern and volunteer staff performing a variety of functions. The work is characterized by great attention to detail, the exercise of independent judgment, coordination of multiple tasks at one time, collaboration with other work units within the Convention Center, and maintenance of high standards of customer service.

While this work remains with the position, over the last year, the position has been given increased responsibility for quality improvement initiatives at Monona Terrace. This involves working with supervisors and managers to establish a strategic plan for the Convention Center as a whole, and work plans with goals and measurables for individual work units. Ms. Thompson has developed training and conducted workshops for managers at Monona Terrace regarding these quality initiatives. A goal for the Convention Center is to submit an application for the Wisconsin Forward Quality Award, which requires a workplace to have a strategic plan, documented processes, and ways to measure outcomes. Ms. Thompson has been tasked with working with all units at Monona Terrace to ensure the requirements of the award process are met. An updated position description shows that this quality improvement work is now 50% of the Operations Manager position.

An updated class specification (attached) has been prepared reflecting the new quality focus of the position. Because quality is a significant portion of the job, I recommend retitling the position Quality Improvement and Operations Manager, reflecting both halves of the position. As can be seen in the submitted PD, the quality work is 50% of the position, and the operations work is 50% of the position. In fact, because the quality work is such a significant portion of the position, the question arises as to whether a new position has been created, or whether the quality work is a logical extension of the Operations Manager work. I recommend that a new position be created and filled through a competitive process because the quality work is not a logical outgrowth of the Operations Manager position. As seen above, the Operations Manager is responsible for the operational activities, such as overseeing the set-up/tear-down, custodial, and security functions of the facility. However, the Operations Manager classification did not identify any responsibility for quality initiatives or strategic planning. The Knowledge/Skills/Abilities for the Operations Manager make no reference to quality or strategic planning. In theory, any position at Monona Terrace could have taken on this quality work—it is not specific to operations activities. The updated class specification for the new position of Quality Improvement and Operations Manager (attached) shows

Thorough knowledge of organizational development, leadership, process management, operations management, strategic planning, and quality initiatives theory and techniques. Thorough knowledge and skill in analyzing designing, and leading individual, team, and organizational level change and development strategies. Thorough knowledge of and experience with various organizational quality tools and methodologies (i.e. Lean Six Sigma, root-cause analysis, and Change Leadership).

None of this is in the Operations Manager classification. As this work makes up ½ of the current position, I conclude that a new position has been created and since this change is not a logical outgrowth of operations, the position should be posted and filled per the Personnel Rules.

The new position has a unique combination of duties and responsibilities, which makes appropriate classification of the position is difficult, as no position in the City has a similar mix of duties and responsibilities. However, there are positions which provide a starting point for classification. Such positions include the Building Maintenance and Technical Supervisor at Monona Terrace, and the Organizational Development and Training Officer in HR, as well as the other Operations Manager positions in the public works departments. Each will be discussed in turn.

In 2011, the Building Maintenance and Technical Supervisor classification was created at Monona Terrace out of the Building Maintenance Supervisor classification. The Building Maintenance Supervisor at Monona Terrace was also classified in CG18, Range 06, the same range as the Monona Terrace Operations Manager, and now is in Range 10. Both positions share similarities. Neither position reports directly to the Monona Terrace Director but rather both report to an Associate Director in CG18, R14, who has ultimate responsibility for activities in each area. Both positions have a unique set-up in that the Building Maintenance and Technical Supervisor oversees traditional maintenance activities as well as the entire computer/phone network for Monona Terrace, similar to the quality/operations focus of quality/operations position. The Building Maintenance and Technical Supervisor does not have any subordinate supervisors and supervises high-level Local 60 employees in Ranges 14 and 15. The Quality Improvement and Operations Manager has 2 subordinate supervisors in CG18, R4 to assist with

the operations activities, but the Local 60 employees in the section are at a lower level than the Building Maintenance and Technical Supervisor, with leadworkers in Range 9, and Operations Workers, Command Center Operators, and Custodian 2s all in Range 7. Both positions have input into the budget in their respective areas of responsibility and deal with outside vendors and RFPs. Finally, the Building and Technical Supervisor also has responsibility for a facility-wide program which involves coordinating efforts across the entire facility, and that is the Center's LEED Certification.

The Organizational Development and Training (ODT) Officer, in Range 12, shares a number of similarities with the Quality Improvement and Operations Manager as it relates to the quality initiatives. The ODT Officer works with all City Departments/Divisions in developing missions and goals, as well as work plans with measurable outcomes in support of the mission and goals. In completing this work, the ODT Officer uses similar tools and techniques as described in the Quality Improvement and Operations Manager position description. However, while the Quality Improvement and Operations Manager is only responsible for this work at Monona Terrace, the ODT Officer is responsible for working with all City Departments/Divisions who request assistance. The ODT Officer does not have responsibility for supervising operations, but does supervise a professional Organizational Improvement Specialist in CG18, R8, and a Program Assistant in CG20, R11.

The Operations Managers in the various public works departments, including Engineering, Streets, Traffic Engineering, Water, Metro, Parks, and Parking, also share similarities with the Quality Improvement and Operations Manager. They all supervise a large staff of represented employees, and oversee operations within their respective areas. However, unlike the Monona Terrace position, the other operations managers all report directly to the Division Head. In addition, all the other Operations Managers have staff in Local 60 at much higher ranges than Range 9, the highest range that the Monona Terrace position oversees. Finally, the other Operations Managers have operations spread throughout the entire City, versus the Monona Terrace work all taking place at the Monona Terrace facility.

The City of Madison Personnel Rules outline a number of factors that affect the classification of a position. These include, in relevant part to this study, Supervisory Responsibility, Decisional Impact, Physical Environment in which the position functions, including any hazardous conditions present, and compensation level of the position as compared to the relevant labor market. When reviewing these specific factors, I find that the position being studied is most similar in these factors to positions in CG18, Range 10, including the Building and Technical Supervisor at Monona Terrace. Again, I will take each factor in turn and discuss as they relate to the position being studied and the comparable positions above.

- **Supervisory Responsibility:** When evaluating supervisory authority, it is important to note the type of staff supervised. A staff of technical employees requires the manager to have a greater depth of knowledge than overseeing a staff of less-technical employees, thus creating greater responsibility for the manager. As noted, the Quality Improvement and Operations Manager position supervises a large staff. However, it is a less technical staff as reflected in the salary range, with most positions, other than the 2 supervisors, in CG16, Range 9 or lower. The Building Maintenance and Technical Supervisor supervises approximately 10 positions, most of which are at CG16, Range 13 or higher,

with the other 2 positions being in CG16, Range 9. These are skilled positions like Maintenance Mechanics and Audio/Visual Technicians. The Operations Managers in the public works departments all supervise staff with subordinate supervisors, leadworkers, and skilled and unskilled staff in CG16. However, again, most of the staff are in ranges much higher than Range 9, including skilled staff like Maintenance Mechanics, various Inspectors, Equipment Operators, surveyors, and high-level leadworkers. In addition, the subordinate supervisors are all in higher ranges in CG18 than the Range 4 of the MT Assistant Operations Managers. Based on this, I do not believe the supervisory responsibility required of the Quality Improvement and Operations Manager position is at the same level as the Operations Managers in the public works agencies. Rather, the combination of supervising low-level supervisors, low-level leadworkers, and low-level staff is more comparable to the Building Maintenance and Technical Supervisor position directly supervising a large number of skilled staff.

- **Decisional Impact:** While the title appears self-explanatory, decisional impact can be measured in a couple different ways. First, in what ways do decisions impact outside the specific organization? Positions that work within a specific department/division have less impact on overall City operations than positions that work with multiple departments/divisions and even external agencies. Second, at what level within the organization are the decisions made? For example, a position that reports directly to a department/division head may have more decisional impact because the level of responsibility is higher than a position that reports to intermediate-level managers. While the position reporting to the intermediate manager may make important decisions, the fallout from those decisions likely falls on the intermediate manager, and not the department/division head directly.

In looking at the Quality Improvement and Operations Manager, the decisional impact of this position is much less than the Operations Managers in the public works departments. The Monona Terrace position, while overseeing a large number of staff which handles over 650 events a year, mostly interacts within Monona Terrace and its contracted dining service. It would be unusual for this position to have to work with other City departments/divisions in carrying out its duties. The Operations Managers in the public works divisions, however, frequently work with other departments/divisions, external agencies, and contractors, in coordinating projects. For instance, engineering and water coordinate with each other on reconstruction projects. Planning would coordinate with both agencies on plan development. Metro would need to be involved on street reconstruction projects in order to route buses accordingly. Traffic Engineering would also need to be involved in such projects. Such projects may include state agencies and private contractors. The Operations Managers interact with all these entities in performing their duties and responsibilities. Finally, the public works Operations Managers and the ODT Officer all report to their respective department/division heads while the Quality Improvement and Operations Manager reports to a Monona Terrace Associate Director, similar to the Building Maintenance and Technical Supervisor.

- **Physical Environment:** Again, as noted above, the public works Operations Managers, as well as the ODT Officer, have responsibilities throughout the City. The Operations Managers are responsible for work throughout the City, including streets, parks, landfills,

and other operations. Many times, the operations are performed outside, in all types of weather, and may include confined entry work (engineering) or work with hazardous wires (traffic engineering). The ODT Officer also must visit various City departments/divisions to assist with strategic planning. In contrast, the work of the Quality Improvement and Operations Manager, as well as the Building Maintenance and Technical Supervisor by and large take place within the Monona Terrace Convention Center.

- Relevant Labor Market: While the City’s compensation system is mostly focused on internal comparables, we do look outside when there are positions that do not directly line up with internal positions, like this one. The incumbent provided market data for Quality Assurance Managers within the State of Wisconsin (public and private), which included 57 responses. According to the data, the median salary in Wisconsin is \$57,314, and the salary at the 75th percentile is \$70,154. Placement of the Quality Improvement and Operations Manager in CG18, Range 10, would result in a step 5 salary of \$70,288, and with 12% longevity at \$78,728. This is at or above the 75th percentile for equivalent positions in Wisconsin.

Based on all the foregoing, I find that the Quality Improvement and Operations Manager is appropriately classified in CG18, Range 10, comparable to the Building Maintenance and Technical Supervisor and other comparable positions in the State of Wisconsin.

We have prepared the necessary Ordinance and Resolution to implement this recommendation.

Editor’s Note:

Compensation Group/Range	2012 Annual Minimum (Step 1)	2012 Annual Maximum (Step 5)	2012 Annual Maximum +12% longevity
18/06	49,671	58,485	65,494
18/10	58,485	70,288	78,728

cc: Gregg McManners-Monona Terrace Director
 Kathi Hurtgen-Monona Terrace Associate Director
 Connie Thompson-Monona Terrace Operations Manager