

TO: Personnel Board

FROM: Mike Lipski, Human Resources

DATE: February 7, 2019

SUBJECT: Data Analyst series

Finance Director David Schmiedicke and Budget and Program Evaluation Manager Laura Larsen are requesting the creation of a new professional series of Data Analyst 1-4. This new series would assist the City in centralized data management and analysis. In addition, agencies are also looking for people to lead agency data projects. For instance, HR recently hired a Human Resources Analyst to oversee agency data collection efforts, and Fleet Services is seeking creation of a similar position. After a thorough review of the proposed PDs, and conversations with Ms. Larsen and Fleet Superintendent Mahanth Joishy, I recommend the following:

- Create new classifications of Data Analyst 1, 2, 3, and 4 in CG18, Ranges 6, 8, 10, and 12, respectively.
- Recreate vacant position #765 of Document Services Specialist 2 (CG17, R10), and recreate position #767 of Administrative Analyst 3 (CG18, R10) as Data Analyst 3s in CG18, R10 within the Finance Department operating budget.
- Retitle position #4537 of Administrative Analyst 4 as a Data Analyst 4 in the same CG and Range and reallocate the incumbent, Kara Kratowicz, to the new position.
- Recreate position #868 of HR Analyst 2 (CG18, R08) as a Data Analyst 2 in the same CG and Range within the HR Department budget, and reallocate incumbent B. Wollmann to the new position.
- Recreate position #4075 of Fleet Technician (CG15, R08) as a Data Analyst 2 in CG18, R08 within Fleet Services.

Since approximately 2015, the City of Madison has embarked on a mission to increase the use of data in decision-making, specifically as it relates to the development of agency budgets and determining priorities. In July, 2015, the Finance Department hired Kara Kratowicz as the City's Data Projects Coordinator (class title of Administrative Analyst 4, CG18, R12), with the overall goal of leading the City's collaborative data collection efforts. Since that time, the City has partnered with the Bloomberg Philanthropy's What Works Cities initiative and has embraced outcome-based budgeting. This involves ensuring that agency budget priorities are supported by data. As a result, the data needs of the City continue to increase, both from a centralized perspective as well as within individual agencies.

In order to meet these ongoing data needs, I recommend creating a new professional classification series of Data Analyst 1-4, consistent with other professional classifications in the City. A review of the labor market shows that data analysis is becoming a greater focus within universities, which now offer degree programs and/or certifications in data analysis, business analytics, and data management. Madison College is also developing a certification in Data Analytics. As a result, it would be appropriate to create these classifications in the same ranges as other professionals, CG18, Ranges 6, 8, 10, and 12. This would be consistent with the Administrative Analysts who

also work for Ms. Larsen, Accountants, Engineers, HR Analysts, Planners, etc. All of these professional classifications generally have degrees directly related to the work being performed, as would the Data Analysts.

One goal for this recommendation is to create a centralized data management team within the Finance Department, under Ms. Larsen's supervision, and Ms. Kratowicz's leadership. The Finance Department has identified 2 positions initially to be on the data management team, the vacant Document Services Specialist 2 and the vacant Administrative Analyst 3 positions referenced above. The data management team would be structured similar to the Administrative Analysts in that the Data Analysts would have a portfolio of agencies they would support, assist in developing data plans for the agencies, scope projects, etc. However, the data management team would also be responsible for developing and maintaining performance dashboards for assigned agencies, processing large data sets for city-wide use, producing summary performance reports, and presenting findings to City leadership. As Ms. Kratowicz would be providing leadership over this team, it is appropriate to recreate her position as a Data Analyst 4, in the same CG and Range.

In addition to creating a centralized data team, the Data Analyst classification will also be used by agencies when hiring people to develop agency data plans and execute those plans. The Human Resources Department recently hired a data analyst under the classification of Human Resources Analyst 2 to develop and maintain a data plan for the HR Department. It is expected that this position will recommend what data the HR Department should be tracking and use this data in developing the HR Budget. The position is part of the City's larger data team, involved with discussions regarding outcome based budgeting and the performance dashboards. Because of this, I recommend retitling the position a Data Analyst 2 to better reflect the nature of the work and reallocating the incumbent to the new position.

Similarly, Fleet Service Superintendent Joishy has indicated that while the agency is going through a number of changes in the areas of sustainability, safety, and cost efficiency, many decisions are made without adequate data being tracked. As a result, Mr. Joishy is requesting creation of a Data Analyst who can develop and oversee the data collection program for Fleet Service. Mr. Joishy is convinced that with appropriate use of data, Fleet can make decisions that will save the City money. Fleet is requesting to recreate one Fleet Technician vacancy for this position. Because of this, I recommend recreation of position #4075 into a new position of Data Analyst 2 within the Fleet Service operating budget.

We have prepared the necessary Resolutions to implement these recommendations.

Editor's Note:

Compensation Group/Range	2019 Annual Minimum (Step 1)	2019 Annual Maximum (Step 5)	2019 Annual Maximum +12% longevity
15/08	\$52,132	\$60,237	\$67,465
18/06	\$58,921	\$69,376	\$77,701
18/08	\$63,911	\$75,841	\$84,942
18/10	\$69,376	\$83,377	\$93,382

18/12	\$75,841	\$91,560	\$102,547
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cc: David Schmiedicke – Finance Director
Laura Larsen—Budget and Program Evaluation Manager
Harper Donahue IV – Human Resources Director
Mahanth Joishy—Fleet Services Superintendent