

TO: Personnel Board

FROM: Mike Lipski, Human Resources

DATE: June 18, 2019

SUBJECT: Customer Service Ambassador

The Parking Division is building a new garage as part of the Judge Doyle development project, to replace the aging Government East Parking Garage. Unlike the existing Government East Garage, which has in-lane cashier booths, the new public parking garage will have a central cashier office, where staff will be able to monitor all entry and exit lanes, and the ability to respond to a broader and more complex range of customer service and equipment issues. The Division believes it is important to maintain a regular presence in the parking garages to assist customers in a variety of ways. After reviewing the proposed position description and conversations with Parking Division Manager Sabrina Tolley, I recommend that a new classification of Customer Service Ambassador be created in CG16, R04. In addition, the following positions of Parking Cashier should be recreated as Customer Service Ambassadors to be filled through an internal competitive process within the Parking Division: 1.0 FTE position #3999, 0.9 FTE position #1288, and 0.6 FTE position #3461.

The class specification for a Parking Cashier (CG16, R02) describes

... routine work in the calculation and collection of parking fees from patrons using cashier-operated municipal parking ramps. The work also involves assisting patrons, explaining parking procedures, making minor repairs to equipment and work area, and performing basic recordkeeping. The work is performed independently under the general supervision of the Parking Revenue Supervisor and the direction of Parking Revenue Leadworkers and is reviewed periodically to ensure conformance to operating policies and procedures.

The Parking Cashier plays a vital role in the operations of the Division. The Parking Cashier may be the first City employee a visitor encounters when coming to Madison, and it is vital that they provide excellent customer service. This is primarily accomplished through their interactions with customers who are leaving the parking garage. The Parking Cashier is able to respond to limited questions from customers who walk up to their booth or as they enter/exit the facility by vehicle, but an in-lane booth does not allow for adequate pedestrian access or office space to provide a broad range of customer service and facility monitoring. Although the above Parking Cashier description includes items such as making minor repairs to equipment and recordkeeping, the significant focus of the position is to collect fees from people who park in the garages. Parking Cashiers primarily spend their shift in a booth at the entrance/exit to the garages, and do not leave the booth unless they are addressing an issue or equipment malfunction occurring at the entry or exit lane adjacent to their booth. If problems with equipment occur at other locations in the garage, or require more than very minor repair, the Parking Cashier will call a Parking Maintenance Worker (CG16, R09) or Parking Revenue Leadworker (CG16, 11) to make the repairs.

Recognizing the important role that Parking Cashiers play in interacting with the public, the Division is requesting a position that captures this vital function, but also allows for additional

work to be performed. The new garage has an office built on the main floor with a walk-up window for an employee to be available to assist the public, monitor the garage video cameras to identify and address any issues occurring at entry/exit lanes, answer help-line calls originating from any of the equipment locations within the garage, among other duties. Furthermore, because the employee will not be confined to a booth to collect money, the employee will be able to perform repairs on equipment throughout the garage. While the position requires less mechanical skill and knowledge than a Parking Maintenance Worker, the incumbent will be expected to perform repairs and preventative maintenance on gates and Parking Access Revenue Control System (PARCS) equipment. The office will also be set up to allow for the payment of monthly parking passes and troubleshoot permit access card problems, including activating or deactivating a monthly card, which Cashiers are not able to do currently. This means the employees will be trained on and have access to several additional computer programs than the Parking Cashier. As such, it is apparent that a new classification is needed to appropriately describe this new classification. I recommend creating a new classification of Customer Service Ambassador, which highlights the important role this position plays in dealing with the public.

The other consideration in this study is where to place the classification in the City's compensation plan. As noted above, the Parking Cashier is in CG16, R02, and the Parking Maintenance Worker is in CG16, R09. Continued placement in CG16 is appropriate as these positions will be working in the garage and not in the office. However, the work described appears to be greater in scope than the Parking Cashier. This position will be expected to interact with the public in a variety of ways and respond to a wider range of questions and issues. The position will also be expected to perform a greater variety of repairs to equipment than the Parking Cashier. Finally, the position will require greater knowledge and use of computers, including additional software programs, than the Cashier. These factors all make placement in a range higher than the Cashier appropriate.

However, this position will not be expected to have the same level of skill and technical knowledge as the Parking Maintenance Worker, so placement in Range 9 is not appropriate. The Parking Division also employs Information Clerks in its main office. The Information Clerk is responsible for providing direct customer service, selling residential parking permits, taking fees for all garages, and interpreting various parking-related ordinances/regulations. The Information Clerk also works in a variety of software programs, more than what the Customer Service Ambassador will be expected to use. Because the Information Clerk is handling issues that affect the Division as a whole, including the various parking programs, and uses more computer programs which requires greater technical knowledge, whereas this position will only be expected to field questions related to the immediate parking structure and surrounding area, the breadth of knowledge required for the Information Clerk suggests that the Information Clerk should be a higher range. The Information Clerk is in CG20, R07, which is equivalent to a CG16, R05 position. As a result, I recommend placing the Customer Service Ambassador classification in CG16, R04, reflecting the greater range of duties than expected of a Parking Cashier, but being cognizant of the other classifications in the Parking Division.

Finally, the intent for the new garage is to continue staffing it similar to the Parking Cashier levels currently in place at the Government East parking structure, which will be closed and demolished after the new garage is constructed and open to the public. As a result, the positions listed in the opening paragraph will need to be recreated as Customer Service Ambassadors. The intent will be

to post and fill these positions to Parking Division employees only, so the Parking Cashiers will have the first opportunity to take on this promotion.

We have prepared the necessary Resolution 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
16/02	\$40,741	\$44,599	\$49,950
16/04	\$42,469	\$46,970	\$52,606

*Salaries listed are for a 1.0 FTE position.

cc: Sabrina Tolley—Parking Division Manager
Greg Leifer—Employee and Labor Relations Manager