

TO: Personnel Board
FROM: Karalyn (kara) Kratowicz, Human Resources
DATE: August 26, 2024
SUBJECT: Administrative Clerk 1 – Madison Police Department (Special Duty Coordinator)

On March 6, 2024, Madison Police Department (MPD) Assistant Chief John Patterson submitted a request to Human Resources for a study of Administrative Clerk 1 position #3698 in Compensation Group 20, Range 9; currently filled by Emily Hardiman. The request indicates that this position, which has a working title of Special Duty Coordinator, has grown extensively in complexity and technical proficiency because of the evolving nature of our economy. After a review of the updated position description, meetings with supervisor Alyssa Cains, employee Emily Hardiman, as well as a complete analysis, I recommend the following for reasons outlined in this memo.

- Recreate position #3698 as a Program Assistant 1 in Compensation Group 20, Range 11; and
- Reallocate the employee, Emily Hardiman, to the new position.

Emily Hardiman began working at the Madison Police Department (MPD) since April 2010 as an Administrative Clerk 1, also called the Special Duty Coordinator, herein referred to as the Coordinator. When the employee came into this position, the special duty process was managed as a paper-based process and the associated duties were assigned by the supervisor as 30% of the position's total workload. Several process changes were needed to adjust for automated workflows thereafter; this position consulted on the process improvements in a continuously changing environment.

This position study analysis uses the classification specification of the current position (administrative clerk) and the proposed classification specification (program assistant) to determine the appropriateness of the current employee's pay. The duties as assigned by the supervisor have changed significantly and performed for more than the required six months.

First a review of the classification specification for Administrative Clerk 1, which states work in these position are:

...responsible administrative support work in the implementation and coordination of a variety of office functions necessitating judgment, discretion, and initiative in the interpretation and application of policies, procedures and processes.

In recent years, since the employee came into the job, the position began coordinating with colleagues across the city. For example, city employees in the Street Use interagency staff team. To do so, the position increased requirement to have a knowledge and ability to correctly translate Street Use requirements in the applied context of MPD needs for special events coverage. Coordination across the city in this context was not previously a part of the position description. This necessitated the functional increase of program management regarding the Special Duty process shifting from 30% - 85% of all duties assigned.

With changes ongoing in community beyond supervisory control, the number of requests for special duty officers to be processed by this position continues to increase. Increases continue to happen for mandatorily required events (e.g. parades, races, festivals, etc.) as the number of these events rebounded post-COVID. Additionally, voluntary inquiries for random security continue to increase (e.g. a church requesting an officer for a private religiously affiliated event, employee terminations, specific threats at a business, and events hiring officers to have police presence with visibility with or without a squad to be on sight in case anything were to come up during the event). These changes to duties increase specialization needed for this position to support the duties.

Now a review of the Program Assistant 1 classification specification, which states:

...**responsible programmatic support work** in a City department, division or other independent program unit. Employees in this class support a particular program or programs by **performing or coordinating specialized program functions, interpreting and applying programmatic policies and procedures, and performing administrative tasks in support of the program**. The work requires exercising considerable judgment and discretion in the interpretation and application of policies. Employees in this class work under the general supervision of the department, division, or program head and may provide direction to limited numbers of permanent and/or non-permanent staff. Work is **distinguished from an Administrative Clerk in that Administrative Clerks perform a wide range of administrative tasks whereas a Program Assistant is responsible for coordinating program functions and related administrative tasks in support of a program** and which require more in-depth knowledge of program operations in order to carry out such tasks.

Internally, each event needing special duty officers assigned requires an extensive breadth of knowledge and coordination with MPD Executive and Command Staff, leadership from all six districts (note: sixth district added in the time this position was held by employee), as well as special events, traffic teams, and special duty officers. This position exercises considerable judgement and discretion in the interpretation of all related policies and standard operating procedures.

With the information from each community client requesting support, the Coordinator independently manages the fulfillment of each request through to officer timekeeping, bill pay dissemination for hours accounted, and collection of revenue back to the city. All special duty assignments are solely processed by this position; the supervisor is the only backup. Over time, the portion of workload associated with processing the requests through to proposed assignment (i.e. number of officers, squad cars, etc.) had not been previously done by this position. This increased the level of support provided to command staff who ultimately sign off on the proposal before community client bill issuance takes place.

While the position has grown in scope and complexity, it also ensures reasonable judgement and discretion are applied in each community client request or requirement to have officers on premise. Administrative support and office support clerk duties have been significantly reduced from this position description, but are assigned as time allows. The supervisor handles additional administrative support duties to assist the Assistant Chiefs with tasks. The office support clerk duties were reassigned to the Police Report Typist on the team. This position is backup to the supervisor although this workload is decreasing due to increasing efficiency of Assistant Chiefs self-managing administrative tasks.

Based on the analysis detailed in this memo, I recommend the Administrative Clerk 1 position #3698 in Compensation Group 20, Range 9 be recreated as a Program Assistant 1 in Compensation Group 20, Range 11 in the 2024 operating budget of the Madison Police Department, and the employee, E. Hardiman, be reallocated to the new position.

The necessary resolution has been prepared to implement these recommendations.

Editor's Note:

Effective Date: March 17, 2024

Compensation Group/Range	2024 Annual Minimum (Step 1)	2024 Annual Maximum (Step 5)	2024 Annual Maximum (+12% Longevity)
20/09	\$ 53,345.50	\$ 59,979.92	\$ 67,177.50
20/11	\$ 56,594.20	\$ 63,347.96	\$ 70,949.84

Cc: John Patterson, MPD
Alyssa Cains, Police Executive Office Supervisor
Erin Hillson, HR Director