

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 28 August 2022

SUBJECT: Transit HR Manager, Metro Transit

At the request of the Metro Transit General Manager, Justin Stuerenberg, a new classification specification of Transit Human Resources (HR) Manager is being created to serve Metro Transit's growing human resources needs. With Bus Rapid Transit and the transition to an electric fleet of buses, Metro anticipates dramatic increase in both ongoing hiring needs for Transit Operators and Mechanics as well as up to 30 new positions to build capacity for these future plans. Upon review of the proposed position description, in consultation with Justin, and for the reasons outlined in this memo; I recommend the following:

- Create the new classification of Transit Human Resources Manager in CG44, Range 12 in the salary schedule; and
- Recreate position #2902 of Marketing/Customer Service General Supervisor as a Transit HR Manager in CG44, Range 12 in the Metro Transit operating budget.

Metro Transit recently created a Transit Human Resources Coordinator to serve as the agency's primary liaison with the City's Human Resources Department. This position was initially designed to manage the regular ongoing recruitments for Transit Operator and Mechanics, but has since taken on the responsibility for all of Metro's recruitments. This work unit at Metro is currently comprised of the Transit HR Coordinator (CG44, R8) and two Transit Employee Relations Assistants (CG43, R11). Given the directive to move Metro Forward with a rapid bus system and incorporate the latest in electric buses, the agency is in need of a massive staffing increase of at least 30 new positions for the maintenance and marketing work units. The goal for this new managerial position is to serve as the Metro's primary liaison with City HR and directly manage Metro's HR recruitment processes, policy development, front line labor relations needs, training and workplace culture initiatives as well as the staff of this work unit

First, a review of the proposed position description for the Transit Human Resources Manager describes the work as:

... **highly responsible professional, managerial and supervisory work** in the planning, development and implementation of Metro Human Resources programs and services, including **recruitment, policy development & implementation, labor relations, training, workplace culture initiatives, and managing the staff of the Metro HR Unit.** This work is characterized by a **high degree of knowledge, judgment, and initiative in coordinating and overseeing comprehensive human resources programs** in accordance with all applicable labor agreements, state and federal laws, City ordinances, HR practices, and professional standards. Under the general supervision of the **Metro Chief Administrative Officer and the City of Madison Human Resources Director or designee**, the incumbent serves as a member of the department's management team, participates in

formulation and administration of human resources policies and in the **identification and resolution of complex and diverse management issues**. [emphasis added]

In addition to overseeing the HR processes and procedures for Metro Transit, the Transit HR Manager will maintain Metro's compliance with City HR practices, address agency specific needs such as retention concerns, coordinate trainings, assist supervisors and managers with workplace investigations, assist supervisors and managers with grievances and disciplinary matters, perform transit compensation study analyses, and participate in the agency's strategic planning. Many of these functions are equivalent to the responsibilities of the Human Resources Analyst 3 in CG 18, Range 10.

Next, a review of the classifications specification for the Human Resources Analyst 3 describes the work as:

... **advanced-level professional work in the development and implementation of assigned human resource programs, functions and services** performed within the Human Resources Department. Work is characterized by **considerable judgment, discretion and expertise in the preparation and presentation of complex analysis, and the administration of programs and services**, as assigned. Employees may be **expected to work in all areas of human resources functioning as a generalist** in providing information and services to departments. Employees otherwise may **perform highly responsible work within labor relations with a high degree of specialization** which requires incumbents to represent the City before arbitrators and in negotiations with labor organizations. **Under general supervision, employees work with a high degree of independence** in meeting specified objectives. [emphasis added]

The proposed position description gives a full range of human resources functions, and with the various provisions mandated by federal transit regulations, the Teamster Collective Bargaining Agreement, in an agency with a large staff and a high human resources/benefit/leave needs that require specialized knowledge of city, state and federal processes. Additionally, the expectation is for the Transit HR Services Manager to be a member of Metro's collective bargaining team under the lead of the City Employee and Labor Relations Manager and help integrate policies with labor negotiations and provide informational for grievance support. Given the highly responsible work to integrate a variety of city policies and processes including hiring and compensation into internal Metro specific policy development, and in conjunction with labor relations function; it's reasonable to review of the classifications specification for the Labor Relations Specialist in CG 18, Range 12, which describes the work as:

... **highly responsible, professional work** in representing the City of Madison's interest in **collective bargaining, contract and handbook administration, administering corrective actions and related subjects**. Under the programmatic supervision of the Employee & 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** [emphasis added]

In analyzing these two classifications, this the proposed Transit Human Resources Manager at Metro is a combination of human resources analyst functions, a higher labor relations component and with supervision of a small professional staff. Since the position will only service the one agency, the scope of the work would not be citywide as the positions in Human Resources. Therefore, placement in the same range as the City's Labor Relations Specialist is reasonable to managing one agency's broad range

human resources functions with specialized staff to support the agency specific work. Additionally, directing the work of a small professional staff is consistent with other classifications in CG18, Range 12 such as Parks Finance and Administrative Manager, Fire Administrative Services Manager and Police Information Systems Coordinator. Similar to the Transit HR Manager, these classifications perform highly responsible and manage specialized work in either accounting, human resources, and/or IT functions within their respective agencies with the support of smaller sized professional staff. Further demonstrating appropriate placement for the new position and classification in CG 44, Range 12 consistent with ordinance provision which states all professional Metro Transit positions are placed in Compensation Group 44.

Therefore, I recommend the new classification of Transit Human Resources Manager be created in CG44, Range 12 in Metro Transit's operating budget; and a new position be created in the new classification for an open and competitive recruitment process.

The necessary resolution to implement this recommendation has been drafted.

Editor's Note:

Compensation Group/Range	2022 Annual Minimum (Step 1)	2022 Annual Maximum (Step 5)	2022 Annual Maximum (+12% longevity)
44/08	\$ 66,960	\$ 79,457	\$ 88,992
44/12	\$ 79,457	\$ 95,929	\$ 107,441
18/12	\$ 79,484	\$ 95,958	\$ 107,473

cc: Justin Stuerenberg, Metro Transit General Manager
 Gregg McManners – Interim HR Director
 Erin Hillson - Employee and Labor Relations Manager