

TO: Personnel Board
FROM: Bill Wick, Human Resources
SUBJECT: Police Administrative Services Manager
Date: May 9, 2022

At the request of Police Chief Shon Barnes and Assistant Chief John Patterson, I conducted a position study of the Police Administrative Services Manager (position #2576, CG18/R14) in the Police Department; currently occupied by Teague Mawer. This position was last studied in 2015. In January 2016, the position was reclassified from CG18/R12 to CG18/R14. The current request for this position to be reclassified is based on the employee performing all duties at the 18/14 level with considerable judgment and discretion in supervising eight (8) lower level employees, directing, and controlling the operational activities within the Police Finance Unit. This position also has responsibility for financial management and leadership in developing and implementing operational and administrative programs and systems, including fiscal planning and analysis; financial and operational evaluation of projects and programs; preparation of financial reports; and budget development. Since the position was last studied, the complexity and scope of projects, programs, staff supervisory needs, budgets, reporting requirements, and leadership responsibilities assigned to the Police Administrative Services Manager have steadily grown. Based on conversations with Assistant Chief Patterson, the employee, and upon reviewing the current position description, I recommend the following:

- Delete the classification of Police Administrative Services Manager in CG 18, Range 14;
- Recreate the classification of Police Administrative Services Manager in CG 18, Range 15; and
- Reallocate the employee, Teague Mawer, into the recreated classification.

Teague began employment with the City in July 2018 as the Police Administrative Services Manager, one of only two Captain-level civilian positions on the Chief's Management Team. This position has equivalent expectations for providing expertise and training in assigned areas of responsibility to Management Team leaders.

A review of the classification specification for Police Administrative Services Manager identifies the work as:

...responsible managerial, professional and administrative work within the Police Department Finance section. This position **provides professional staff support in the planning, development, analysis, coordination and implementation of the department's budget and departmental programs, operations, and functions and in the coordination of grant application and administration activities.** This work is characterized by a **high degree of knowledge, judgment and initiative** in developing and implementing **complex accounting processes in accordance with federal/state requirements, City guidelines and department policies.** Work involves **substantial project leadership**, including managing and overseeing complex accounting projects; and **extensive knowledge of financial requirements and public accounting processes.** Under the general supervision of the Assistant Chief – Support Operations, the employee functions as **an integral member of the Police Management Team by providing expertise in the areas of budget, program and staff analysis, grant management,**

management information, and administrative support. This position provides consultation at all levels of the organization and exercises a high level of, independent judgment and discretion in developing program goals and objectives. [emphasis added]

Over the past three and a half years, Teague's financial management duties and responsibilities have increased in complexity as reporting requirements, project and personnel management, and budgetary needs have expanded. Examples include coordinating expanded financial training and reporting to internal and external stakeholders, daily management of COVID-related processes and emergency leave provisions, and, most recently, assuming supervision of the Police Human Resources Coordinator (a CG18/R08 position). Previously, the Police Administrative Services Manager supervised seven (7) positions including a Grants Administrator 4 (CG18/R12), an Accountant 1 (CG18/R06), an Account Technician 2 (CG20/R14), three (3) Program Assistant 1s (CG20/R11), and a part-time Administrative Clerk 1 (CG20/R09P). Beginning in September 2021, the Police Department's human resources coordination and supervisory functions transitioned from the Training Unit to the Finance Unit. Departmental operations benefit from these duties (including coordination of light/restricted duty, workers' compensation, employee wellness checks, Family and Medical Leave, and commissioned promotional processes) being centralized within the Finance Unit and assigning supervision of human resources coordination to the Administrative Services Manager helps facilitate connections among personnel and processes, and addresses workload issues among the team, leading to increased productivity and accuracy and minimizes overtime costs.

During the course of this study, I reviewed the responsibilities and duties for the comparable CG18/R15 classifications of DPCED Administrative Services Manager and Police Records Section Manager.

The classification specification for DPCED Administrative Services Manager identifies the work as:

...**highly responsible managerial, administrative and professional work assisting in the administration and operations** of the City of Madison Department of Planning & Community & Economic Development (DPCED). Under the general supervision of the Department Director and **working closely with Division Directors**, the DPCED Administrative Services Manager **facilitates the effective and efficient management** of the Department; **develops and implements systems** that enable the Department Director and Division Directors **to make better program and operational decisions; and provides analytics that inform decision making and resource allocation**. Work is performed under broad management policy and requires considerable independent judgment and discretion in **supervising, directing and controlling the operational activities** in assigned areas of responsibility. Under the general supervision of the DPCED Director, the employee **functions as an integral member of the Management Team by providing expertise in the areas of budget, program and staff analysis, systems improvement, and data management**. This position provides consultation at all levels of the organization and exercises a **high level of independent judgment and discretion** in developing program goals and objectives. [emphasis added]

The classification specification for Police Records Section Manager identifies the work as:

... **responsible professional, supervisory, managerial and administrative work** within the Police Department. This position is **responsible for coordinating, planning, development and implementation of** both the City of Madison Police Department

Records Section programs and services, and Technology Section programs and services; and related budgets. Under the general supervision of the Assistant Chief of Police – Support Operations, the employee **functions as an integral member of the Police Management Team by providing expertise, and serving as the representative of the agency, in all issues of records and information management, and policy obligations.** Work involves **substantial project leadership**; extensive knowledge of network security within law enforcement organizations; and coordinating work in conjunction with department personnel, City IT resources, vendors, consultants, Municipal Court personnel, the District Attorney's office and other consortium law enforcement agencies. This position supervises both commissioned and civilian personnel. Work is characterized by a **high degree of knowledge, independent judgment, discretion and initiative** in coordinating and overseeing a comprehensive records management system (RMS) and several technology solutions in accordance with department policies, City ordinances, and state/federal laws. [emphasis added]

In evaluating the positions comparable to the Police Administrative Services Manager, there are several similarities supporting placement in the same range. First, each of the three positions performs high level supervisory/managerial, administrative, and professional work within the respective agency. Second, each of the three positions works closely with the agency head and/or assistant department head to support agency operations, programs, and/or services and serve as key members of the agency's management team. Third, these positions require a high level of expertise in assigned program areas, requiring considerable judgment and independent decision making.

For the reasons outlined in this memo, I am therefore recommending that the position of Police Administrative Services Manager be reclassified into CG 18, Range 15 within the Police Department budget, and the employee, Teague Mawer, be reallocated to the new position.

The necessary resolution has been prepared to implement this recommendation.

Effective Date: March 7, 2022

Editor's Note:

Compensation Group/Range	2022 Annual Minimum (Step 1)	2022 Annual Maximum (Step 5)	2022 Annual Maximum (+12% Longevity)
18/14	\$86,947.64	\$104,672.62	\$117,233.22
18/15	\$91,100.10	\$109,687.24	\$122,849.71

cc: Shon Barnes, Police Chief
 John Patterson, Assistant Police Chief
 Emaan Abdel-Halim, HR Services Manager
 Harper Donahue, IV, Human Resources D
 Teague Mawer, Police Finance Manager