

To: Personnel Board
From: Tameaka Bryant, Employee and Labor Relations Specialist
Date: September 9, 2022
Subject: Water Utility Operations Leadworker

At the request of the Water Utility General Manager Krishna Kumar, I studied the five (5) Water Utility Operations Leadworker positions (CG16, Range 15). At the time the study was received by Human Resources on 11/15/2021 these positions were occupied by Greg Kolek, Jim Garde, Chris Kreft, Bob Kempfer, and Dan Wagner. Based on my meetings with the employees, Tom Rosemeyer, Water Utility Public Works General Supervisor; Dan Rodefled, Water Utility Operations Manager; and reviews of the position descriptions and other classifications within the City, I recommend the following actions for the reasons outlined below:

- Delete the classification of Water Utility Operations Leadworker in CG16, Range 15 of the salary schedule;
- Recreate the classification of Water Utility Operations Leadworker in CG16, Range 16 of the salary schedule;
- Recreate position #s 1812, 1813, 1832, 1833, and 1849 into the new classification of Water Utility Operations Leadworker in CG16, Range 16; and
- Reallocate the employees G. Kolek, J. Garde, C. Kreft, B. Kempfer, and D. Wagner into the new positions.

The class specification for Water Utility Operations Leadworker identifies:

...an employee in this class performs **skilled project coordination work** and **leads a crew** consisting of Equipment Operator 3's, lower level Equipment Operators and maintenance workers in the **installation, maintenance, and repair of the Water Utility Distribution Systems**. The work of a Water Utility Operations Leadworker is characterized by **direct responsibility and accountability for all phases of assigned and emergency work projects** to include: determining the materials, crew, and equipment needed; obtaining necessary utility clearances; determining the most cost-effective and timely methods to be used in making underground repairs; directing the crew in all phases of the work; and maintaining the safety of the crew and the general public. This work requires **significant independent judgment and discretion**, in many situations where supervisory input is not readily available. [emphasis added]

The Water Utility has five (5) Operations Leadworkers which are responsible for leading and project coordination of crews that are in the field completing emergency water distribution repair, standard maintenance, and testing. The Operations Leadworkers report to the two Field Supervisors. Each Operations Leadworker leads a crew of 4-5 Equipment Operator 1-3s, Public Work Service Workers 1-3s as well as lower level staff. They are responsible for ensuring the safety and training of their crew, that the needed equipment and materials are available and planning out the work for each day. Their work is done predominantly independently with no direct supervision throughout the day. During non-typical work hour emergency response these positions act as the manager-on-call.

The Water Utility Operations Leadworker position has become more complex over the past three years as a result of the implementation of Cityworks as well as the overall growth of the City of Madison.

Cityworks was implemented in order for the City to have an integrated GIS system so that we would stop the need for the individual agencies to have their own GIS system. The Operations Leadworkers are now expected to independently respond to resident complaints, utilize Cityworks for work orders, inventory tracking, status updates of the work, traffic control, and complete larger scale projects.

The implementation of Cityworks also contributed to the complexity of the work because previously these positions were not expected to use computers and a lot of tracking was done by pencil and paper. With Cityworks these positions are expected to track inventory in the computerized system, update work orders and job completion status, update maintenance and preventative maintenance tasks on the system, record how long their crew worked on an asset and log locations of the water utility assets.

The growth of the City of Madison has increased the size of projects and complexity of the work sites the Operations Leadworkers are directing. With the City of Madison's increased population density, interactions with Water Utility field staff and the public have grown as well the Operations Leadworkers are now expected to respond to all resident complaints and troubleshoot any issues. These complaints are mostly resolved at the independent discretion of the Operations Leadworkers and rarely rise to the Field Supervisor.

For example, the average size of a ditch is 10 feet by 10 feet, whereas the ditches of the past did not exceed 5 feet by 6 feet. This increased size requires more traffic control due to the increase use of the right of way, more moving of technical tools from handsaws to hydraulic chainsaw, guillotine saw, clamp saw and a vactor; which require specialized training that the Operations Leadworkers oversee and train their low level staff.

Additionally with more residents to serve, Operations Leadworkers are now required to do mandatory on-call work year round. Previously, Operations Leadworkers were only on call during the winter months. While an Operations Leadworker is on-call they serve in an independent capacity to schedule staff to come in for the emergency, direct the work of the assigned staff, and lead the work of Water Utility higher level technical staff (i.e. Hydrant Inspectors, One Call Locators etc.) on an emergency basis.

As part of the study I reviewed the classification specification for the Building Maintenance Coordinator (CG16, Range 16):

... **leadership work** in the **planning, directing, coordinating, and evaluating the maintenance and repair of the facilities, grounds and equipment**; oversight of the building maintenance and/or custodial services programs; and performance of the more technical elements of that work. Under the **general supervision of an operations manager or similar equivalent**, this position **exercises judgment and initiative**, within delegated parameters, in meeting programmatic objectives. **[emphasis added]**

Both the Building Maintenance Coordinator and Water Utility Operations Leadworker positions require technical expertise in a dynamic, complex environment which require leadership skills and independent judgment. Because of the reasons outlined above, the work of the Water Utility Operations Leadworker has increased in complexity, depth and breadth, and that both positions require it is now comparable to that of the Building Maintenance Coordinator.

As part of this study I reviewed the classification specification for the Field Service Leadworker 2 in CG16, Range 15 and the major distinction is the requirement for the Operations Leadworkers to serve as

Manager on Duty, the breath of work the Operations Leadworkers are required to do within the scope of the water distribution system, in contrast to the Field Service Leadworker 2 have more focused work on water meters. Finally the Operations Leadworker to ensure the safety of their crews on complicated work sites and preventing hazards or other materials are not introduced into the water distribution system.

Therefore, I recommend to recreate the classification the Water Utility Operations Leadworker into CG16 R16 of the salary schedule; recreate position #s 1812, 1813, 1832, 1833, and 1849 into the new classification and reallocate the employees accordingly in the Water Utility operating budget.

The necessary resolution to implement this action has been drafted.

Editor's Note:

Effective Date: 11/21/2021

Compensation Group/Range	2022 Annual Minimum (Step 1)	2022 Annual Maximum (Step 5)	2022 Annual Maximum (+12% longevity)
16/15	\$ 59,997.34	\$ 67,883.92	\$ 76,029.98
16/16	\$ 61,358.70	\$ 70,375.50	\$ 78,820.56

cc: Krishna Kumar, Water Utility General Manager
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Tom Rosemeyer, Public Works General Supervisor
Dan Rodefled, Water Utility Operations Manager
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