

To: Personnel Board

From: Emaan Abdel-Halim/Daniel Guild, Human Resources

Date: September 6, 2022

Subject: Reclassification Study of Architect 3, Engineering Division

The Human Resources Department received a request on January 11, 2022, from Robert Phillips, City Engineer to recreate Architect 3 to Architect 4. As part of the position study analysis, I conducted interviews with Interim Engineering Division Manager Kathy Cryan, Principal Architect 2 Bryan Cooper, and Architect 3 Amy Scanlon. Based on the updated position description, from meetings with the aforementioned individuals, and for the reasons outlined in this memo, I recommend the following:

- Delete the position #4499 as an Architect 3 (CG18, Range 10) ;
- Recreate the position as an Architect 4 in CG18, Range 12; and
- Reallocate the employee, A. Scanlon, to the new position.

Amy Scanlon was first hired by the City of Madison Planning Division 2010 as a Historic Preservation Planner, prior to being promoted to the Architect 3 position in the Engineering Division in August 2018. Scanlon possesses a Bachelor of Architecture from Kansas State University, and a Master of Science in Historic Preservation from the University of Pennsylvania. She is a licensed Architect in both the State of Wisconsin and the Commonwealth of Pennsylvania.

First, a look at the Architect 3 classification specification describes the work as:

...**journey-level professional architectural work** performed in the office and/or field in association with the **design and construction of City buildings, remodeling projects, and other activities requiring professional architectural expertise**. The work is characterized by a growing capacity to **exercise technical and professional judgment**, the **broader application of professional architectural expertise** and **proficiency in the operational and procedural aspects of the work**, and the **increased complexity of the projects**. [emphasis added]

With the main distinctions of the Architect 4 level include:

... **advanced-level** professional architectural and **supervision work** performed in the office and/or field in connection with the design, construction, and observation of a wide variety of new buildings and building additions, repairs, alterations, and remodeling. Assignments are received from the Facilities and Sustainability Manager and the City Engineer and the work involves the **application of independent professional judgment to define the projects**; determine the **best methods of addressing the situations(s)**, including **the assignment of project components to lower-level staff**, and **certification of the results**. The work is performed under the general direction and coordination of the Facilities and Sustainability Manager and the City Engineer and **regularly involves the supervision of lower-level staff including architecture, engineering, and construction management staff**. [emphasis added]

When Scanlon was hired in 2018, she already possessed considerable experience and thorough knowledge of City buildings, systems, and processes, as she worked as the City's Historic Preservation Specialist in the Planning department for 8 years. Her experience includes presenting projects to public, stakeholders, City Boards, Commissions, etc. providing her with substantial familiarity with legislative approval procedures, and exposure to different legislative bodies. This skill set is essential to the work of

an Architect 4, and Scanlon often advises colleagues and lower level employees on these processes and procedures.

During interviews multiple, specific examples were cited of Scanlon's growing and sustained higher-level of expertise and responsibility including performing and/or coordinating the development of schematics, designs, plans, preparing working drawings and specifications, construction cost estimating, contract bidding, project evaluation, and construction administration for multiple City projects. Such projects Scanlon has managed include Olin Park Building, New Pinney Library, Fire Station 6, The Royal Thai Pavilion at Olbrich Gardens, and Warner Park Community Recreation, amongst others.

Scanlon demonstrates independence of action consistent with a higher-level Architect 4 classification which includes work developing Requests for Proposals (RFPs), soliciting proposals, and negotiating contracts for services, and effectively recommending the hiring of architectural consultants. Other independent activities included review and approval of architect and contractor invoices and change orders from contractors, performing onsite quality inspections, being able to draft and review requests for qualifications (RFQs) from contractors, as well as overseeing contractor qualifications, and making recommendations to committee and council officials. This also included roles in which Scanlon served as the project manager for contract administration of construction projects designed by architectural and engineering consultants.

Scanlon has been managing complex projects and performing higher-level program management duties consistent with an Architect 4. Such project leadership include engaging customers and internal/externals stakeholders, construction crews, consulting designers and engineers through the design, plan, approval, permitting, and building phases of City projects. In addition, she has taken on responsibilities of leading and mentoring lower level architects by providing policy direction, assigns projects and on-going work activities. According to her supervisor, Principal Architect Bryan Cooper, when Scanlon was first hired, he would spend between 10-15 hours/week reviewing Scanlon's work and training her on the various departmental practices and preferred procedures. Now Cooper says he spends roughly 1 hour/week reviewing Scanlon's work; demonstrating her increased independence and discretion.

The Architect 4 position provides advanced level professional work overseeing the design, construction, and continued use of City buildings and assets. The Architect 4 is the highest level within the classification series in the Architectural Design and Project Management Unit supervised by the City's Principal Architect 2. Currently the Engineering Division only has one Architect 4 on staff, which leads to capacity constraints with all the engineering projects in a given year. By creating a second Architect 4 within the Engineering Division would allow for more efficient and cost-effective provision of services, and manageable distribution of responsibilities and activities throughout the department.

Based on the reasons outlined above, I recommend the recreation of the position #4499 as an Architect 4 in CG 18, R12 and reallocation of the employee, A. Scanlon, into the new position, in the Engineering Division operating budget.

The necessary resolution has been prepared to implement this recommendation.

Editor's Note:

Effective Date: 02/06/2022

Compensation Group/Range	2022 Annual Minimum (Step 1)	2022 Annual Maximum (Step 5)	2022 Annual Maximum (+12% longevity)
18/10	\$ 69,681	\$ 83,435	\$ 93,447
18/12	\$ 79,484	\$ 95,958	\$ 107,473

cc: Kathy Cryan, Deputy Division Manager  
Bryan Cooper, Principal Architect 2  
Gregg McManners, Interim HR Director