

TO: Personnel Board

FROM: Michael Lipski, Human Resources

DATE: June 29, 2011

SUBJECT: Monona Terrace Associate Director

In December, 2010, Gregg McManners became the new Monona Terrace Director. Prior to his appointment, he had been the Monona Terrace Associate Director (CG18, Range 14), in charge of operations, building maintenance, and outside contracts with vendors. In addition to the Monona Terrace Associate Director, there was a Monona Terrace Associate Director-Marketing, Events, Community, & Public Relations (CG18, Range 14), as well as a Monona Terrace Business Manager (CG18, Range 10) which made up the senior management team at the Convention Center. Since his appointment, Mr. McManners has determined that the facility would be more efficient if there were only 2 members of the senior management team in addition to the Director. As such, he has recommended eliminating his former position and reallocating the responsibilities among the MT Associate Director-Marketing, Events, Community, & Public Relations and the MT Business Manager. The reassignment of duties occurred in December, 2010. Mr. McManners has submitted revised position descriptions and organization charts outlining the proposed reorganization. After reviewing the proposed structure, position descriptions, and meeting with Mr. McManners and the incumbents, I make the following recommendations:

- Redefine the existing classification of Monona Terrace Associate Director to incorporate broad responsibilities for the financial, operations, building maintenance, marketing, events, community, & public relations functions of the convention center. A revised class specification is attached. The intent is that there be 2 positions in this classification—One with responsibility for Marketing, Events, Community, & Public Relations, and Building Maintenance, and the other with responsibility for Finance and Operations.
- Retitle the MT Associate Director-Marketing, Events, Community, & Public Relations to Monona Terrace Associate Director (CG18, Range 14) and delete the former classification.
- Delete the existing position and classification of Monona Terrace Business Manager and recreate the position as a Monona Terrace Associate Director (CG18, Range 14), to be filled via competition. The Monona Terrace Business Manager position will be deleted upon filling the new position.

As indicated above, the Monona Terrace Director, the MT Associate Director- Marketing, Events, Community, & Public Relations, the MT Associate Director, and the MT Business Manager made up the senior management team for the Convention Center under former Director Jim Hess. However, since Mr. McManners took over, he has looked for ways to increase efficiencies, especially in light of tight City budgets. As Mr. McManners formerly served as MT Associate Director, he had knowledge of the operations of the facility and the division of responsibilities among staff. When he became Director, Mr. McManners concluded that the

Center could continue to run efficiently if his former duties and responsibilities were divided up among the remaining senior staff. Therefore, Mr. McManners instituted the following changes upon his appointment:

- The MT Director assumed responsibility for managing outside contracts with the caterer and the parking operations. These responsibilities were formerly carried out by the MT Associate Director.
- The MT Associate Director- Marketing, Events, Community, & Public Relations was reassigned responsibility for the building maintenance area, including maintenance and audio visual responsibilities. A subordinate supervisor and approximately 9 permanent staff came along with this reassignment. The Gift Shop operations and its 3 permanent staff were transferred from this position to the MT Business Manager, although this position still has responsibility for merchandising and marketing for the Gift Shop. The addition of the building maintenance staff now take approximately 20-30% of this position's time.
- The MT Business Manager was reassigned responsibility for the Operations staff of Monona Terrace, including 3 subordinate supervisors and 20 permanent staff. The MT Business Manager was also assigned supervisory responsibility for the MT Gift Shop. The new responsibilities now make up approximately 40% of this position's time.

Mr. McManners has requested that the existing broad classification of Monona Terrace Associate Director be used to describe the two positions and that working titles and position descriptions be used to distinguish between the positions. I agree with this recommendation.

In reviewing the changes and impact on the existing classifications, I find that the MT Assoc. Director- Marketing, Events, Community, & Public Relations is still appropriately classified in CG18, Range 14. Although a large percentage of time is spent on the new responsibility of building maintenance, the City of Madison Personnel Rules state that "...quantity of work performed is not a factor [in reclassifications] unless the quantity is such that it affects the complexity or responsibility level of the position." Since the new work was formerly performed by a position in the same CG and Range, I do not find that the MT Assoc. Director- Marketing, Events, Community, & Public Relations has become more complex or has increased responsibility such that a change in salary range is appropriate. However, the position will be retitled Monona Terrace Associate Director and the incumbent reallocated to the new position/classification. Although there has been a substantial change in the duties assigned to this position, because the incumbent is already at a Range 14, it is not necessary to post this position and fill via competition.

Regarding the Monona Terrace Business Manager, I find that the new duties and responsibilities should result in a change in classification and salary range. The responsibility for Operations and the Gift Shop make up a substantial portion of the position's work. This work was formerly performed by a CG18, Range 14 position. Other operations managers throughout the City, including the Engineering Operations Manager, Streets Operations Manager, Parks Operations Manager, and others, are in CG18, Range 14. Although the operations supervision does not make up a majority of the position, other work assigned to the position, including participating on the senior management team of the Convention Center and acting in the absence of the

Director also are higher level tasks. In addition, since this position was filled, it has taken on added responsibility for serving as System Administrator for the Center’s Event Business Management Software, including implementing system upgrades, and developing software for the system. Taken as a whole, this position performs a majority of work at the level of a Range 14. Although the Overture Center had a classification of Overture Center Associate Director-Financial and Operations in CG18, Range 15, I find that position to be different in that while the position had responsibility to the Overture Center, it also had direct financial and personnel responsibilities for the Madison Cultural Arts District. While the MT Business Manager does some financial reporting for the Monona Terrace Board of Directors, it does not have direct responsibility for their finances or personnel administration. As such, placement in Range 14 is appropriate.

Because the MT Business Manager’s former focus was on financial reporting, I do not find that it is logical to incorporate operations supervision into a position of that type. Therefore, according to the Personnel Rules, a new position of Monona Terrace Associate Director has been created and I recommend that the position be posted and filled through a competitive process. Once the position is filled, the underlying position of Monona Terrace Business Manager should be deleted.

We have prepared the necessary Ordinances and Resolutions to implement these recommendations.

Editor’s Note:

Compensation Group/Range	2011 Annual Minimum (Step 1)	2011 Annual Maximum (Step 5)	2011 Annual Maximum +12% longevity
18/10	\$56,781	\$68,241	\$76,440
18/14	\$68,241	\$82,152	\$92,014

cc: Gregg McManners-Monona Terrace Director