

TO: Personnel Board

FROM: Julie Trimbell, Human Resources

DATE: November 21, 2012

SUBJECT: Engineering Operations Construction Unit - Engineering Division

The Engineering Division has requested a study of its' Sewer Repair Leadworker classification, CG 15, Range 9, functioning within the Engineering Operations Construction Unit. There are currently three positions within this classification, which are responsible for leading maintenance crews in the installation, maintenance and/or repair of the City's sanitary sewer, storm sewer, drainage facilities and/or closed landfill facilities. Over the past several years, the nature and complexity of much of the work performed by the Construction Unit has increased. After multiple meetings with Engineering Operations Manager Kathy Cryan of the Engineering Division, reviewing the proposed position descriptions (attached) and on-site observations of work performed, I recommend the following:

- Creation of a new classification titled Engineering Operations Leadworker.
- Placement of the new classification in CG15-10 for the reasons outlined in this memo.
- Deletion of three Sewer Repair Leadworker positions in the Engineering Division budget and recreation as three Engineering Operations Leadworkers. The positions will be filled through internal competition.
- The current classification of Sewer Repair Leadworker will remain in CG15, Range 9, to perform more routine installation and repair activities.

The Sewer Repair Worker class specification (see attached) identifies:

...responsible technical work in leading a maintenance crew in the installation and/or repair of the City's sanitary and storm sewer mains and laterals. Work is characterized by judgment and discretion in directing difficult excavation work (i.e., subterrain, where consequence of error and safety considerations are crucial).

This work primarily consisted of repairwork of sewer mains and laterals. Crews were given relatively simple assignments to replace a section of sewer which may have included installation of a portion of the structure, but not complete construction projects.

Approximately five years ago, Engineering brought in-house more complex and larger scope projects which had previously been contracted out. Some of these projects included sanitary and storm sewer main and structure installations, building demolitions, and landfill gas extraction system header and valve repairs and replacements. In addition, this year Engineering Operations assumed responsibility for the annual Waterways public works contract, which consists of approximately 10 to 12 storm water drainage improvement projects. Although the class specification for the Sewer Repair Leadworker includes installation responsibilities, those responsibilities were typically limited to installing a portion of a structure and not a complete installation. The fact that installation activity was not a primary focus of the classification is further reflected in the fact that the title is "Sewer Repair." However, by taking on this

additional work, complete installations are now conducted in-house with respect to underground sanitary and storm sewer facilities, sanitary and storm sewer structures (i.e., apron end walls, box culverts, wing walls, cunettes, flumes, etc.), storm drainage facilities (i.e., bioretention and rain garden) and concrete (i.e., culverts, retaining walls, etc.).

The scope of these installation projects is more complex, and requires a higher level of responsibility, expertise and independence on behalf of the Leadworkers overseeing them. They require more autonomy and overall project management, and increased experience in and knowledge of City systems and processes associated with the work. This has resulted in the Leadworkers having direct responsibility and accountability for all phases of assigned and emergency work projects. The proposed classification includes a higher expectation than what had been required of employees in the past.

Often, Leadworkers are now responsible for coordinating the activities of multiple projects simultaneously. Leadworkers are given a list of upcoming projects weeks in advance and the leadworker is responsible for scheduling the project and coordinating with other entities as required (digger's hotline, other agencies, etc.). In addition, the leadworker directs crew members to various projects depending upon immediate needs or lags. Emergency situations require immediate attention, while in other cases, down time may result when waiting on responses from utility companies. Effective project management skills are necessary to remain efficient.

According to the classification specification, Sewer Repair Leadworkers are required to:

Evaluate daily work orders to determine materials, supplies, and equipment necessary to complete repairs and/or installation work (related to City sanitary and storm sewer mains and laterals).

Although this remains a responsibility of the newly proposed classification, the level of evaluation has changed. In years past, work order instructions were typically contained within a half page document. Today, work orders for larger scale and more complex projects are issued in folders and encompass numerous supporting documents, such as maps, blueprints, schedules, permit restrictions/requirements, emails, Diggers Hotline information, CCTV reports and video, manufacturer's installation and use literature, plans, specifications, etc. Because projects are more complex and longer in duration, these work orders require more documentation, review time and analysis. In addition, the more knowledgeable leadworker now experiences an increased customer service element as interested external parties inquire about projects.

Also, according to the classification specification, Sewer Repair Leadworkers are required to:

Maintain necessary reports and records related to repair tasks.

Again, this remains a responsibility of the new classification, however the amount and level of reporting required has increased with larger scale and more complex projects. Leadworkers report on hours worked, assignments of crew, and material and equipment used. They are also responsible for the purchasing of supplies and tracking of costs.

Based on these changed expectations, it is appropriate to create a new classification of Engineering Operations Leadworker (see attached). In order to determine proper salary placement, other classifications were reviewed. Historically, classifications in CG 16, Range 15 and CG 15, Range 10 have been deemed equivalent in terms of level of responsibility and judgment. The classification of Water Utility Operations Leadworker, CG 16, Range 15, performs similar work for the Water Utility, as described in the class specification:

...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.

Water Utility Operations Leadworkers oversee the work of Equipment Operators 1-3, CG 16, Ranges 09-12. These classifications have also historically been deemed similar to the Street Machine Operators 1-3, CG 15, Ranges 04-07, who will be overseen by Engineering Operations Leadworkers.

The Training and Experience requirements for Water Utility Operations Leadworker are also similar:

Three years of experience performing responsible semi-skilled to skilled maintenance work in the installation, maintenance, and repair of a water distribution system. Such applicable experience would normally be gained at the Public Works Maintenance Worker 3, Equipment Operator 2 and/or Equipment Operator 3 levels within the City of Madison Water Utility or equivalent levels in other water utilities.

As such, placement of Engineering Operations Leadworker in CG 15, Range 10 is appropriate.

In considering other classifications within CG15 above Range 09, Construction Inspector 2, in Range 11, was reviewed. This classification performs specialized public works engineering activities, such as inspection, drafting, surveying and/or design. In addition to three years of experience, the Training and Experience requirements include supplemental course work or training in civil engineering technology, engineering design or a closely related area. Due to this increased specialty of work and Training and Experience requirements, it appears Construction Inspector 2 remains a higher level classification than Engineering Operations Leadworker. It should be noted, there are currently no classifications within CG 15, Range 10.

It is recommended that the class specification of Sewer Repair Leadworker remains intact, yet is revised slightly (see attached), to focus on more routine maintenance, minor installations, and repairs of the City's sanitary sewer, storm sewer and drainage facilities. The new classification of Engineering Operations Leadworker will be assigned the more complex projects to manage.

We have prepared the necessary Resolution to implement this recommendation.

Editor's Note:

Compensation Group/Range	2013 Annual Minimum (Step 1)	2013 Annual Maximum (Step 5)	2013 Annual Maximum +12% longevity
15/09	\$45,774	\$53,493	\$59,913
15/10	\$47,363	\$55,650	\$62,328

\*The listed salaries are effective December 9, 2012.

cc: Rob Phillips - City Engineer  
Mike Dailey - Assistant City Engineer  
Kathy Cryan - Engineering Operations Manager  
Greg Leifer - Employee and Labor Relations Manager