

TO: Personnel Board

FROM: Sarah Olson, Human Resources

DATE: 19 June 2014

SUBJECT: Traffic Engineering Development Specialist

At the request of Assistant City Traffic Engineer Scott Langer, I conducted a position study of the Traffic Engineering Development Specialist classification (CG16-R21) currently occupied by Eric Halvorson in the Traffic Engineering Division. Their request for this position to be reclassified is due to the wide range of management and formal supervision this position assists with. In addition, the incumbent is the first point of contact for developers with about 50% of the position completing planning and development review and coordinator work. Upon reviewing the position descriptions and meeting with Mr. Langer and the incumbent, I recommend the position of Traffic Engineering Development Specialist in CG16-R21 be recreated as a Traffic Engineering Development Coordinator in CG18-R11, to be posted for internal competition, for the reasons outlined in this memo.

The Traffic Engineering Division is comprised of 3 sections; Electrical, Safety & Operations and the Planning section. A Traffic Engineer 4 (CG18-R15) oversees the Electrical unit and another Traffic Engineer 4 oversees the Safety and Operations unit. The Assistant City Traffic Engineer (CG18-R17), in addition to broader division responsibilities, oversees the mapping and records section which is led by the Traffic Engineering Development Specialist and includes the following staff: two Engineering Program Specialists 1/2 (CG16, R17 or 19) and three Civil Technicians 1/2 (CG16, R13 or 15).

About 25% of the position description indicates the Development Specialist is in charge of management and supervision of the mapping and records section. This component has been in the position description since at least 2003. The Development Specialist position is a represented position; therefore, Mr. Halvorson does not have the formal authority to make hiring decisions or issue discipline within the unit of five incumbents. Mr. Langer must be part of the final decisions in regards to these issues, which interferes with other managerial responsibilities he has. In discussion with Mr. Langer, he has indicated that the mapping and records section requires a direct supervisor with formal supervisory responsibility over that area in order to free up his time to perform other responsibilities.

The class specification for the Assistant City Traffic Engineer shows:

...highly responsible managerial, administrative and professional transportation engineering work in the Traffic Engineering Division. Under the general supervision of the City Traffic Engineer and Parking Manager, this position serves as the Deputy City Traffic Engineer and exercises considerable judgment and discretion in overseeing the planning and coordination of a wide variety of transportation engineering projects and designs, traffic operations, development review, and communication activities within the Division. Work is characterized by independence of action in a broad range of assignments. This position will act on behalf of the City Traffic

Engineer and Parking Manager during absences and/or as specifically delegated in order to provide for continuity of services.

### Specific duties and responsibilities include

Coordinate, facilitate and direct the activities and staff of all units of the Division, and provide staff and programmatic supervision as required. Coordinate and/or perform such activities as labor contract administration, grievance resolution, discipline and terminations, Affirmative Action and Americans with Disabilities plan development and implementation, vacancy review and filling, administering applicable Administrative Procedures (e.g., Commercial Driver's License requirements, drug and alcohol use and testing, family leave, workplace violence, etc.). Develop and implement an annual training plan and organize and coordinate training activities. Maintain communications and effective relationships with the Human Resources Department relating to all areas of their responsibility.

Oversee, direct and coordinate the activities and staff of the Division's Transportation Planning and Design section with other Division Sections, City Engineering, City Planning & Community & Economic Development and outside agencies (WisDOT, Dane County, and the MPO).

Oversee, direct and coordinate the activities and staff of the Division's Traffic Engineering Development Specialist and Program Specialists and Engineering Aides section, including traffic studies, computer data analysis and recordkeeping, and technical support staff functions of the Division.

Giving the TE Development Specialist formal supervisory responsibility would allow the Assistant City Traffic Engineer greater time to oversee, direct, and coordinate the activities of all the Division's sections, as outlined in the class specification. The Assistant City Traffic Engineer would still supervise the Traffic Engineering Development Specialist. Decreasing the number of staff that report directly to the Assistant City Traffic Engineer by assigning them to the Traffic Engineering Development Specialist will give the Assistant City Traffic Engineer greater time to oversee the planning and coordination of a wide variety of transportation engineering projects and designs, traffic operations, development review, and communication activities within the Division. This would also formalize what has been happening informally in the Division since 2003, as outlined in the TE Development Specialist position description.

Compensation group 16, range 21 is the equivalent to compensation group 18, range 11 in the City's compensation plan. Traffic Engineering recommended the placement of Mr. Halvorson into compensation group 18, range 12 citing Mr. Halvorson's oversight of the development section and being that first point of contact and final sign-off as well as his duties being compared to Engineer level work as a justification for a higher range. The formal supervision of the unit, and the significant amount of time (25%) spent on such work alone justifies removing this position from the bargaining unit and placing it in the non-represented CG18. In addition, the classification/position should be retitled Traffic Engineering Development Coordinator, reflecting the work required of this position over the mapping and records section. However, for the following reasons, placement in Range 11 is appropriate for this new classification.

Mr. Halvorson is the first point of contact and leads the mapping and records section of Traffic Engineering. As noted above, the other sections of Traffic Engineering (Electrical and Safety & Operations) are supervised by Traffic Engineer 4's who are in CG18-R15. However, these Traffic Engineer 4's supervise professional Traffic Engineers, including in CG18, R14, and

require certification as a Professional Engineer. Mr. Halvorson's position does not require a professional certification, nor does he supervise staff at that level. Roughly 50% of the Development Specialist position entails directing development. This involves meeting as required with other City staff, developers, applicants, attorneys, consultants, and elected officials to review and resolve issues associated with development proposals. Within the Engineering Division, an Engineer 4 (CG18-R12), oversees all development and developer agreements for the City of Madison. This position acts as a development coordinator and looks at new plat developments, and drafts and develops all developer agreements. Actual review of the development plans are done by the Engineer 3's (CG18-R10) who also conduct final sign-offs, similar to what is expected of Mr. Halvorson. Mr. Halvorson's equivalent move to compensation group 18, Range 11 already puts him a range higher than Engineer 3's, who are doing much of what Mr. Halvorson is doing from a technical standpoint. In addition, Mr. Halvorson administers and manages the City's parking lot and driveway access program. This entails acting as the City's parking lot design and access control expert, preparing and/or assisting in preparation of alternative design layouts and conducting and coordinating the review and approval all those permits. We do recognize the programmatic authority that this entails, coupled with supervision duties, justifies the placement in Range 11, one range higher than the Engineer 3s. Finally, both the Engineering Division and Water Utility have Computer Mapping/GIS Coordinator positions in CG18, Range 11, which perform similar functions to the TE position. While the TE position has a greater focus on development activities, the mapping and records section of TE is also in charge of Accela and GIS work for the TE Division. The Engineering and Water Utility positions both supervise a staff of largely para-professional Civil Technicians and Engineering Program Specialists, similar to the TE position (although both Engineering and Water Utility have a professional Surveyor 2 on staff). The similarities in the work and staff composition strengthen the justification for placement of the TE Development Coordinator in Range 11.

Based on the analysis provided, I recommend that Mr. Halvorson's position be recreated as a Traffic Engineering Development Coordinator in CG18, Range 11. However, consistent with the City of Madison Personnel Rules, because this is a change in representation status, this new position should be posted and filled through an internal competitive process.

The necessary ordinance and resolution to implement this recommendation has been drafted.

Editor's Note:

Compensation Group/Range	2014 Annual Minimum (Step 1)	2014 Annual Maximum (Step 5)	2014 Annual Maximum +12% longevity
16/21	\$61,355	\$72,123	\$80,782
18/11	\$63,022	\$75,944	\$85,046

cc: David Dryer – City Traffic Engineer  
 Scott Langer – Assistant City Traffic Engineer  
 Greg Leifer – Labor Relations Manager