TO: Personnel Board

FROM: Julie Trimbell, Human Resources Analyst

DATE: December 12, 2014

SUBJECT: Information Technology Department Reorganization

Information Technology Director Paul Kronberger has requested a study of the reporting structure within the Information Technology (IT) Department, specifically the managerial and supervisory classifications. He is also interested in developing a structure that would better differentiate the various levels of IT expertise within the Management Information Specialist series. Based on a review of the submitted position descriptions, discussions with Mr. Kronberger, a review of other positions in the City's classification plan and a review of other City department organizational charts, I recommend the following actions for the reasons outlined in this memo:

- Retitle Management Information Specialist 1, 2, 3, and 4, CG18, Ranges 06, 08, 10, 12, as IT Specialist 1, 2, 3, and 4, respectively, and reallocate all incumbents to the new titles, respectively.
- A new professional classification of Principal IT Specialist should be created to provide direct supervisory responsibility over the IT Specialists. This classification will be placed in CG18, Range 14. Positions will be posted internally to the Information Technology Department and filled through a competitive process with the positions of those promoted being recreated to the new class.
- The positions of IT Technical Services Manager and IT Development Manager should be upgraded from CG18, Range 14 to Range 16, with the incumbents reallocated. The upgrade in range is a result of the new classification inserted between these classifications and the Management Information Specialist 4, and for consistency Citywide.
- The classification of Information Technology Director should be upgraded from CG21, Range 18 to Range 21. This upgrade in range is a result of the increased range for the IT managers and in line with a recent salary survey.

The current professional organizational structure within the Information Technology Department includes the Management Information Specialist (MIS) series 1 through 4, a Process Improvement Specialist, two managers and the Director (see attached). The MIS series currently functions as follows: MIS 1 (CG18, Range 6) is an entry level classification working on more routine assignments; MIS 2 (CG18, Range 8) is the objective level of the series where work is performed with a higher degree of independence, discretion, expertise, complexity and implicit responsibility; MIS 3 (CG18, Range 10) involves some team leader responsibility, training responsibility over lower level staff, as well as increased judgment, discretion, responsibility, initiative, coordination and planning; and MIS 4 (CG18, Range 12) exercises significant leadership responsibility over lower level Specialists and acts on behalf of the section supervisor as assigned. This series is structured to provide for career progression from MIS 1 to 2 as a function of employee expertise (as gained through experience). Progression to the MIS 3 or 4 levels is normally contingent upon the availability of budgeted position vacancies, and is accomplished by

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competition or through a formal job study. At the present time, there are four incumbents in the MIS 4 classification serving as "team leaders" over their respective section (Web, Database Applications, Help Desk and Network Operations) and who have leadership responsibility as a primary function of their job. These incumbents have technically been fulfilling a "quasi-supervisory" role without the formal title and authority.

Mr. Kronberger has evaluated the needs of the Information Technology Department and is requesting that the MIS 4 classification be utilized for incumbents managing projects of significant size/scope/complexity and performing the highest level of specialized technically skilled work, although not necessarily requiring leadership responsibility. Some of the projects currently meeting this level of expertise include the City-Wide Licensing System and the Wide Area Network and Electronics Design and Implementation Project. These projects require a higher level of project management and technical skill. By designating this classification as such, it will provide incumbents proper compensation for their increased knowledge and skill level. According to IT management staff, the MIS series historically functioned in a manner similar to which the IT Director is currently proposing. They've indicated there were past discussions to create a professional supervisory level at a future point in time; however that never transpired.

The recommendation for MIS 4 is similar to that found in the Planning and Engineering Divisions, where the Planner 4 (CG18, Range 12) class spec identifies…

> *…responsible, <u>senior level</u> planning work. This work is characterized by significant responsibility for <u>multiple complex planning activities/projects</u> necessitating initiative, judgment, and discretion. This level is distinguished by significant responsibility for <u>major planning projects and programs, and policy/strategy</u> and ordinance development. Under general supervision, work involves leadership responsibility for subordinate planners.*

while the Engineer 4 (CG18, Range 12) class spec includes…

> *…<u>advanced-level</u> professional engineering and <u>project supervision work</u> performed in the office and/or field in connection with the planning, design, management and construction of a wide variety of public works projects. Assignments are received from a higher-level engineer or supervisor and the work involves the application of independent professional judgment to define the project; determine the best methods of addressing the situation(s), including the assignment of project components to lower-level staff, and professional certification of the results. The work is performed under the general direction and coordination of a higher-level professional engineer or supervisor, and regularly involves the supervision of lower-level staff including professional engineers.*

and the Architect 4 (CG18, Range 12) class spec contains…

> *…<u>advanced-level</u> professional architectural and <u>supervision work</u> 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*

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coordination of the Facilities and Sustainability Manager and the City Engineer, and regularly involves the supervision of lower-level staff including professional Architects.

Although these descriptions include "supervision" as a responsibility, it is worth noting the difference between project supervision and formal supervision. Incumbents in these classifications perform project supervision, which involves responsibilities such as, planning, scheduling, assigning and reviewing project work, directing employees, overseeing work activities, and providing leadership. They are generally not functioning as formal supervisors who have the authority for actions such as making hiring and promotional decisions, recommending and enforcing discipline, and resolving grievances. This aligns with Mr. Kronberger's proposal for the classification.

In order to fulfill the supervisory need, it is recommended that a formal professional supervisory level classification of Principal IT Specialist be created. The Principal IT Specialist would have supervisory responsibility as a primary function (30% - 40%) of the job to include making hiring and promotional decisions, providing coaching and training, reviewing and evaluating work, recommending and enforcing discipline, resolving grievances, participating in the budgeting and contract processes, and serving in an acting role in the absence of the Division Manager.

Similar classifications of this level include: Principal Planner (CG18, Range 15), which is responsible for supervising all of the activities and functions of a Planning Section through the work of Planners 1 to 4 and under the direction of the Planning Division Director; Principal Engineers 1 or 2 (CG18, Range 15 or 16), which have broad responsibility for an overall Engineering program supervising Engineers 1 to 4 and performing work under the direction of the City Engineer; and Facilities and Sustainability Manager (CG18, Range 16), which supervises Architects 1 to 4 in a full range of architectural services for new City building projects and remodeling projects also under the direction of the City Engineer. Unlike the Principal IT Specialist, which will report to the IT Technical Services Manager and IT Development Manager, these classifications report directly to Director level positions and the Principal Engineers require a certification. Therefore, it is recommended that the salary range for Principal IT Specialist be lower and placed in CG18, Range 14. A proposal will also be submitted by the Finance Department to create a comparable structure within their Accountant series. They are recommending the creation of a new classification titled Principal Accountant to serve a similar supervisory role in Finance with placement in CG18, Range 14.

In order to accommodate the new IT classification, it is recommended that the pay level for the current managers, IT Technical Services Manager and IT Development Manager, be raised from CG18, Range 14 to Range 16. This is one range below that of the Finance managers, who are in CG18, Range 17. The difference in pay range relates to the level of decision making and the degree of impact those decisions have. The decisions made by management positions in Finance have citywide impact, meaning that decisions made on a daily basis can impact the overall City budget throughout the year and are not defined within the constraints of the Department's approved budget. This is similar to the level of decision making found within the Human Resources management positions, where salary and contract negotiation decisions impact the overall City budget throughout the year. Although the IT managers make significant decisions affecting other Departments, they do not have the same kind of impact.

While analyzing the other Information Technology classifications, it became apparent the salary range of the Information Technology Director classification was low in comparison to both the external and internal markets. An external salary survey was conducted in August for all classifications in Compensation Group 21. The survey participants included comparable cities outside of Wisconsin, but within the Midwest, as well as larger in-state municipalities with the exception of the City of Milwaukee, which did not respond. The IT Director results from out-of-state revealed an average maximum annual salary of just under $135,000. Several of the in-state results were comparable to the current salary with actually one of the ranges being higher. It should be noted however, that all of those cities are significantly smaller in terms of population than the City of Madison and the other out-of-state participants. In order to maintain internal equity and provide a competitive salary range, it is recommended that the pay level for Information Technology Director be raised from CG21, Range 18 to Range 21. This also brings the salary range in line with the City Engineer and the Water Utility General Manager, both of which have responsibility over a highly technical and skilled agency.

Finally, the Management Information Specialist 1 – 4 class spec has been updated to reflect current technology and terminology. In line with this update, we are recommending a retitle to IT Specialist 1 – 4 with all current incumbents reallocated to the new titles, respectively (see attached table).

Based on the analysis provided, the following recommendations are made: a new classification of Principal IT Specialist should be created in CG18, Range 14; the positions of IT Technical Services Manager and IT Development Manager should be upgraded to CG18, Range 16, with the incumbents reallocated; the classification of Information Technology Director should be upgraded to CG21, Range 21; and the classifications of Management Information Specialist 1 – 4 should be retitled to IT Specialist 1 – 4, respectively, with all current incumbents reallocated to the new titles, respectively.

We have prepared the necessary Ordinances and Resolutions to implement this recommendation.

Compensation Group/Range	2015 Annual Minimum (Step 1)	2015 Annual Maximum (Step 5)	2015 Annual Maximum +12% longevity
18/06	$51,990	$61,215	$68,561
18/08	$56,393	$66,919	$74,950
18/10	$61,215	$73,569	$82,397
18/12	$66,919	$80,790	$90,484
18/14	$73,569	$88,566	$99,194
18/16	$80,790	$97,360	$109,043
21/18	$88,567	$119,564	n/a
21/21	$101,912	$137,578	n/a

cc: Paul Kronberger, Information Technology Director