

TO: Personnel Board

FROM: Michael Lipski, HR Services Manager

DATE: March 1, 2016

SUBJECT: HR Analyst 2 positions

At the request of the Human Resources Director, Brad Wirtz, I have studied the position (#859 and #861) of HR Analyst 2 (CG18, Range 8) currently occupied by Sarah Olson and Emaan Abdel-Halim, respectively. Mr. Wirtz is recommending movement of Ms. Olson and Ms. Abdel-Halim to HR Analyst 3 as part of the career progression outlined in the class specification for HR Analyst 1-3. After reviewing the position description (see attached), and having directly supervised both individuals for 4 years, I recommend that Ms. Olson and Ms. Abdel-Halim be moved to the level of HR Analyst 3 for the reasons outlined in this memo.

The class specification defines an HR Analyst 2 as

...the objective level of the Human Resources Analyst career progression series. Employees complete diverse human resource assignments generally within two or more areas of Human Resources; prepare comprehensive reports and recommendations; present and defend findings; and exercise fully developed professional skills. Under general supervision, employees are expected to exercise professional judgment and discretion within established parameters.

The class specification defines an HR Analyst 3 as

...responsible advanced-level professional work in the development and implementation of assigned human resource programs, functions and services. Work is characterized by considerable judgment, discretion and expertise in the preparation and presentation of complex analysis, and the administration of programs and services, as assigned. Employees may be expected to work in all areas of human resources functioning as a generalist in providing information and services to departments... Under general supervision, employees work with a high degree of independence in meeting specified objectives.

The main difference between an HR Analyst 2 and an HR Analyst 3 is the expectation that at the 3 level, the HR Analyst is expected to perform a broad variety of HR functions at a high level and with a high degree of independence, including providing strategic support to assigned departments/divisions.

Ms. Olson has worked for the City since February, 2012. She was initially hired as an HR Analyst 1 with primary responsibility for recruitment and classification, and was promoted to an HR Analyst 2 in 2014. In late 2012, the HR Department changed its service delivery to departments. Instead of having separate units in HR performing recruitment and classification work, this function was combined and each HR Analyst was assigned a group of 7 departments. For each assigned department, the HR Analyst is responsible for responding to a broad range of HR-related issues. Ms. Olson, in addition to successfully conducting high-profile recruitments (Director of Planning & Community & Economic Development) and multiple position studies, has demonstrated high-level knowledge and provided HR support in a number of other areas. For instance, Ms. Olson has been working with assigned departments on implementation of employee engagement. She has developed work plans for the engagement implementation and worked with departments to ensure that implementation continues on schedule. Ms. Olson has been integral to the engagement efforts at Madison Metro the last 3 years, and recently led a

successful implementation of the initiative within the Building Inspection Division. Ms. Olson has also been involved in conducting misconduct investigations and advising departments on how to address employee performance issues. Ms. Olson has worked with the other HR Analysts to develop and provide training on hiring and interviewing for supervisors, and has developed a behavioral interviewing training for supervisors in conjunction with one of the other Analysts. Finally, Ms. Olson has exhibited leadership in assisting the other HR Analysts in the absence of the HR Services Manager.

Ms. Abdel-Halim has worked for the City since 2008, and was hired in Human Resources in March, 2012 as an HR Analyst 1. Ms. Abdel-Halim was promoted to an HR Analyst 2 in 2014. Ms. Abdel-Halim was also initially hired with primary responsibility for recruitment and classification. However, similar to Ms. Olson, since late 2012, Ms. Abdel-Halim has been responsible for providing broad HR strategic support to assigned agencies. Ms. Abdel-Halim, in addition to successfully conducting high-profile recruitments (Parks Superintendent) and multiple position studies, has demonstrated high-level knowledge and provided HR support in a number of other areas. For instance, Ms. Abdel-Halim has also been working with assigned departments on implementation of employee engagement. She has developed work plans for the engagement implementation and worked with departments to ensure that implementation continues on schedule. Ms. Abdel-Halim has been working closely with the Parks Division on establishing their engagement team and overseeing its efforts. Ms. Abdel-Halim has also been involved in conducting misconduct investigations and advising departments on how to address employee performance issues. Ms. Abdel-Halim has worked with the other HR Analysts to develop and provide training on hiring and interviewing for supervisors, and has developed a training for applicants on the City’s hiring process, including filling out applications, civil service testing, and interviewing, in conjunction with one of the other Analysts. Finally, Ms. Abdel-Halim has exhibited leadership in assisting the other HR Analysts in the absence of the HR Services Manager.

Both Ms. Olson and Ms. Abdel-Halim have participated and help expand the outreach the HR Department has done in the last few years to attract a diverse group of job applicants. Ms. Olson has fostered a relationship with Forward Service Corporation, and Ms. Abdel-Halim has frequently worked with Job Mob and Job Shop to assist applicants with applying for City and other jobs.

The work described in this memo is the type of broad expertise and analysis expected at the HR Analyst 3 level. Because Ms. Olson and Ms. Abdel-Halim have demonstrated high-level HR skills with a high degree of independence, I recommend that they both be reclassified to the higher HR Analyst 3 level.

We have prepared the necessary Resolution to implement this recommendation.

Attachments

Compensation Group/Range	2016 Annual Minimum (Step 1)	2016 Annual Maximum (Step 5)	2016 Annual Maximum +12% longevity
18/08	\$58,095	\$68,939	\$77,211
18/10	\$63,062	\$75,789	\$84,884

cc: Brad Wirtz-HR Director
 Mike Lipski-HR Services Manager
 Sarah Olson/Emaan Abdel-Halim-HR Analyst