

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 18 October 2016

SUBJECT: Associate Directors (K. Hurtgen / W. Zeinemann) – Monona Terrace

At the request of Monona Terrace Director Gregg McManners, I conducted a position study of the two Associate Director positions (#102 & #3245; CG18, Range 14); currently occupied by Ms. Kathi Hurtgen and Mr. William Zeinemann, respectively. The reason for the reclassification request comes from the recent reclassification of several comparable positions such as the Engineering Operations Manager and Streets Operations Manager. After meeting with Mr. McManners and both the incumbents, and upon review of the updated position descriptions, I recommend the following for the reasons outlined in this memo:

- Delete the classification of Monona Terrace Associate Director in CG18, R14 and recreate it in CG18, R15;
- Recreate positions #102 and #3245 of Monona Terrace Associate Director in Comp Group 18, Range 15; and
- Reallocate the incumbents to the new positions.

A review of the classification specification for Monona Terrace Associate Director describes the work as:

... **responsible managerial, supervisory and professional work** as a second-line management position of the Monona Terrace Community and Convention Center. Positions in this classification may have responsibility for **supervising the activities and staff of the Business Office, managing the Center's computerized event business management system, coordinating the human resource management functions, and supervising the operations of the Center, or** may be responsible for **directing sales, marketing, gift shop, public and community relations, tourism and volunteer services, and event services**, both directly and through subordinate supervisors. The work is characterized by the use of **independent judgment and discretion in a wide variety of administrative and programmatic areas** where decision-making cannot be standardized and operational situations often require immediate action. The positions work under the general supervision of the Monona Terrace Director and are in charge of the Convention Center in the Director's absence. [emphasis added]

The last time this classification was studied was in 2011, when Monona Terrace underwent a structural reorganization. At that time, the Senior Management Team was consolidated from three managerial positions to two Associate Director positions, which divided the duties of the third operations manager position among these positions. The MT Associate Director classification was in CG18, R14 at this time. This resulted in the Operations section moving under the Associate Director overseeing the Business Services, and the Building Maintenance and Audio/Visual sections moving under the Associate Director – Marketing, Sales and Event Services. During the 2011 position study, it was determined that both positions in the classification of Associate Director were appropriately placed in Comp Group 18, Range 14; which was consistent with other operation managers across the City at the time, such as the Engineering Operations Manager and

Streets Operations Manager. Since then, several of the comparable positions have been reclassified to CG 18, Range 15; thus prompting this study of the Associate Director positions at this time.

In 2014, the Associate Director – Marketing, Sales and Event Services gained a new position of Marketing and Communication Specialist which focuses on the graphic design needs for Monona Terrace. Additionally with the retirement of the Building Maintenance Supervisor in 2014, some of those responsibilities have shifted to this Associate Director position. At that time, the Associate Director began to directly supervise the MIS2 position. This Associate Director position also now has responsibility for the LEED green building certification for Monona Terrace, which was under the Building Maintenance Supervisor until his retirement. The LEED certification program requires recertification every five years and entails extensive data tracking related to energy savings, equipment efficiency, recycling and composting efforts. While these recent changes have added additional supervisory responsibility and the oversight of another program area, they are still in line and consistent with the role of Associate Director.

The Associate Director – Business Services position also has increased in scope with the implementation of Monona Terrace's Quality initiative. This program began on a smaller scale in the Operations section as a means to improve customer service for clients and now has expanded agency wide. A longstanding goal for Monona Terrace has been to compete for the Wisconsin Forward Award (WFA), which is a statewide quality program created to promote significant achievements in continuous improvement and performance excellence. The Monona Terrace Quality initiative has incorporated several quality measures related to the WFA criteria which are linked to positive financial performance, customer satisfaction and employee engagement. In 2015, under the leadership of the Associate Director – Business Services, Monona Terrace submitted the extensive application and received the Wisconsin Forward Award. This process required a massive coordination of multiple data measures including customer data, continuous improvement processes, performance management and other related measurements of quality. The undertaking of this quality initiative not only has garnered recognition of Monona Terrace as a top performer in the state, but also aided in the establishment of data driven outcomes which allow the agency to continuously improve the high quality standard of service.

In my evaluation of this position study, I reviewed the comparable classifications of Engineering Operations Manager and Street Operation Manager. Additionally, the Water Utility Operations Manager which is also in CG18, Range 15 has been identified as another comparable position. All three of these comparable positions have recently been reclassified within the last two years. It has been determined that the scope of these positions have increased over time. All of these positions have oversight over a fairly large professional and/or technical staff, either directly or through subordinate supervisors. Additionally, the programmatic responsibilities of all these positions require a high level of technical, fiscal/budgetary and/or operational duties which impact the agency's ability to deliver high quality city services in an effective and efficient manner.

With the addition of the respective programmatic oversight; it is clear that both Ms. Hurtgen and Mr. Zeinemann's positions are still consistent with the operations managers across the City. However, given the recent increases to the comparable classifications to CG18, R15, I am recommending the classification of Monona Terrace Associate Director be deleted from the salary schedule in CG18, Range 14 and recreated as in CG 18, Range 15, and positions (#102 & #3245) be recreated within the new classification and the incumbents reallocated to the new positions, all in Monona Terrace's operating budget.

The necessary resolutions to implement these recommendations have been drafted.

Editor's Note:

Compensation Group/Range	2016 Annual Minimum (Step 1)	2016 Annual Maximum (Step 5)	2016 Annual Maximum +12% longevity
18/14	\$76,660	\$92,288	\$103,362
18/15	\$80,321	\$96,709	\$108,314

cc: Gregg McManners –Monona Terrace Director
William Zeinemann – Monona Terrace Associate Director, incumbent
Kathi Hurtgen – Monona Terrace Associate Director, incumbent
Michael Lipski – Human Resources Services Manager