

TO: Board of Estimates

FROM: Emaan Abdel-Halim, Human Resources

DATE: 13 February 2017

SUBJECT: Monona Terrace Sales Manager (L. Maclsaac)

At the request of Monona Terrace Director Gregg McManners and Associate Director William Zeinemann, I conducted a position study of the Monona Terrace (MT) Sales Manager position (#3621; CG19, Range 9); currently occupied by Ms. Laura Maclsaac. The reason for the reclassification request is to adjust the salary placement so the incentive component is not used as salary equalizer. After meeting with Mr. Zeinemann and the incumbent, I recommend the following for the reasons outlined in this memo:

- Delete the classification of Monona Terrace Sales Manager in CG19, Range 9 and recreate it in CG19, Range 6;
- Recreate position #3621 of Monona Terrace Sales Manager in Comp Group 19, Range 6; and
- Reallocate the incumbent, L. Maclsaac to the new position.

This classification was last studied in 2013 to review the placement in the salary schedule. At that time it was determined that the MT Sales Manager was comparable to the MT Community Relations Supervisor (CG 18, Range 8) based on the depth and breadth of responsibilities for these two positions. At the time, the MT Sales Manager was in CG19, Range 9. The salary schedule for CG 19 positions is reserved for non-civil service positions and certain positions work under a contract that permits incentive pay not otherwise allowed in the ordinance. For the MT Sales Manager position, the incumbent is eligible to receive up to 15% of the base salary as incentive pay for meeting quarterly sales goals. The result of the 2013 study was to adjust Range 9 of the salary schedule in a way that when the incentive was met, the incumbent would be aligned with CG 18, Range 8.

Mr. McManners and Mr. Zeinemann are now asking HR to reconsider whether the incentive should be included when comparing the position to CG18, Range 8 or whether the base salary for the position should be comparable to Range 8 before the incentive is calculated. In addition, they request that we review to ensure that the Monona Terrace Community Relations Manager remains an appropriate comparable or whether it is more closely aligned with the Quality Improvement (QI) and Operations Manager position in Range 10.

A review of the classification specification for Monona Terrace Sales Manager describes the work as:

... **responsible sales, supervisory, and program administration work** associated with the sales and marketing activities of the Monona Terrace Community and Convention Center. The work involves **performing and supervising the daily work** of staff relative to securing and **booking facility usage** for such events as meetings, conferences, consumer shows, banquets, and related activities. The work involves **extensive public contact and sales activities** and is performed under the general supervision of the Monona Terrace Associate Director. [emphasis added]

A review of the classification specification for Monona Terrace Community Relations Supervisor describes the work as:

...responsible supervisory and professional work in the development and implementation of education and community outreach and public relations programs for Monona Terrace Community and Convention Center. This position is responsible for planning, **coordinating and implementing a comprehensive public relations and community relations program; serving as a spokesperson for the Center; directing and/or coordinating volunteer programs; writing grant proposals; and planning a wide variety of community events** at the Center. The work involves promoting the goals and objectives of Monona Terrace; **interfacing with the tourism industry, the media, community representatives, and numerous other individuals and groups;** and supervising subordinate professional staff. Work is characterized by the regular exercise of independent judgment and discretion and is performed under the general direction and supervision of the Monona Terrace Director of Marketing and Events. [emphasis added]

Lastly, a review of the classification specification for Quality Improvement and Operations Manager at Monona Terrace, describes the work as:

...responsible professional, supervisory, and operations management work encompassing overall responsibility for quality initiatives and operations for the Monona Terrace Community and Convention Center. The work is characterized by great attention to detail, the exercise of independent judgment, **coordination of multiple tasks at one time, collaboration with other work units within the Convention Center, and maintenance of high standards of customer service.** The work is performed under the general supervision of the Monona Terrace Associate Director (Finance and Operations) with review through regular meetings and evaluation of the overall finished product. [emphasis added]

While the position of MT Sales Manager holds a critical role in obtaining and securing sales revenue from booking events at Monona Terrace, this is the key responsibility and main focus of the position. In comparison to the QI & Operations Manager, the QI & Operations Manager position holds responsibility for a greater breadth and depth of duties related to MT operations and the quality of the customer experience. Additionally, the QI & Operations Manager supervises a very large staff of both permanent and hourly employees, while maintaining programmatic oversight in two critical areas – quality and operations. Upon my evaluation, I found that the best comparable position for the MT Sales Manager was still the MT Community Relations Supervisor. In this comparison, both positions have relatively smaller staff to supervise, and while MT Sales Manager has a large vital role in fiscal impact of MT revenue; the MT Community Relations Supervisor has a greater breadth of activities to promote and market the wide variety of events at Monona Terrace.

Further into my evaluation, I reviewed the placement of the MT Sales Manager in the salary schedule for CG 19, Range 9 and found that placement in this range allowed an incumbent obtain a comparable salary to CG 18, Range 8 only if they earned the full potential 15% incentive pay. Therefore, the incentive component of this position was not actually serving as an incentive, but rather as a pay equalizer. However, if the position is truly comparable to Range 8, the base salary should reflect this and the pay should not be equal only based upon the incumbent meeting sales goals. Taking this into account, I am now recommending placement of the base salary for the MT Sales Manager to be in CG 19, Range 6, which is closely aligned with the MT Community Relations Supervisor in CG 18, Range 8. (Although Range 6 appears to be lower than Range 9, the salary range is actually higher in Range 6 since CG 19 is a non-linear salary schedule) With placement in CG 19,

Range 6, the MT Sales Manager now has the opportunity to earn actual incentive pay by reaching their sales goals.

Therefore, I am recommending the classification of Monona Terrace Sales Manager be deleted from the salary schedule in CG19, Range 9 and recreated in CG 19, Range 6; the position #3261 be recreated within the new classification and the incumbent reallocated to the new position, in Monona Terrace's operating budget.

The necessary resolutions to implement these recommendations have been drafted.

Editor's Note:

Compensation Group/Range	2017 Annual Minimum (Step 1)	2017 Annual Maximum (Step 5)	2017 Annual Maximum +12% longevity
19/9	\$52,247	\$62,000	\$69,440
19/6	\$60,538	\$71,837	\$80,457
18/8	\$60,084	\$71,300	\$79,856

cc: Gregg McManners –Monona Terrace Director
William Zeinemann – Monona Terrace Associate Director
Laura MacIsaac – Monona Terrace Sales Manager, incumbent
Michael Lipski – Human Resources Services Manager