

TO: Finance Committee

FROM: Mike Lipski, Human Resources

DATE: June 8, 2018

SUBJECT: Streets Supervisory Restructure

Because of a number of unexpected vacancies among the supervisors in the Streets Division, Streets Superintendent Charlie Romines is requesting changes to the supervisory ranks within the Division. As seen in the attached organization chart, the Streets Division is divided into the East and West sides of town. Each side has a parallel structure, with a Public Works General Supervisor (CG18, R10) overseeing operations, followed by one Streets General Supervisor (CG18, R08), who assists the higher-level supervisor, and 4 Public Works General Forepersons (CG18, R07), who serve as front-line supervisors to the Street Machine Operators out in the field. The work of the Public Works General Forepersons is split among refuse, recycling, snow and ice, brush and large items, and street repair. As currently structured, incentive to move from the Public Works General Foreperson to the Streets General Supervisor is minimal, as the salary difference is only approximately \$3,000, yet the Streets General Supervisor takes on responsibility for 4 lower-level supervisors and all the associated work. Mr. Romines would like to create a structure which allows for more promotional opportunities, with real incentive to promote, and which allows for more cross-training and succession planning opportunities. As a result, he requests, and I agree, that the existing positions be restructured as follows:

- Positions #1613, 1644, #1675, and #1720 of Public Works General Foreperson are recreated as Streets General Supervisors in CG18, R08. The new positions will be filled through an internal job posting to Streets Division employees in CG18 only, and the incumbents will continue to underfill the positions as Public Works General Forepersons until the posting is complete.
- Vacant positions #1664 and 1665 of Public Works General Foreperson are recreated as Public Works Forepersons in CG18, R05. An additional Public Works General Foreperson will become vacant by August following the promotion to replace the Process Plant Supervisor (CG18, R08), who is retiring in July. Upon filling, the vacant position will also be recreated as a Public Works Foreperson in CG18, R05. The remaining position will remain a Public Works General Foreperson in CG18, R07 until the incumbent leaves, at which time it will be recreated as a Public Works Foreperson in CG18, R05.

The current structure assumes the work among the 4 Public Works General Forepersons on each side of town is equal in complexity. However, in fact, this is not the case. Rather, when a new Public Works General Foreperson is hired, that person has traditionally been assigned to refuse or recycling because that work is less complex than other facets, such as brush pickup, snow and ice, and street sweeping. Because of this, it is appropriate to consider whether the work can be divided in a way to appropriately recognize the complexities through appropriate classification while also allowing for greater career advancement. The proposal described herein meets both objectives.

With the implementation of the proposed changes, the intention is that each side of town will continue to have a CG18, R10 Public Works General Supervisor overseeing general operations. However, each Public Works General Supervisor will now be supported by 3 Streets General Supervisors (CG18, R08), who will have specific responsibilities. One Streets General Supervisor will oversee brush collection, yard waste, and island maintenance, while supervising a Public Works Foreperson (CG18, R05) in charge of recycling, sod repair, and stump grubbing. The second Streets General Supervisor will oversee street sweeping, leaf clean-up, street and curb repair, and sealcoat prep, while supervising a Public Works Foreperson in charge of refuse, large items, and uniforms. The third Streets General Supervisor will be in charge of seasonal yard waste attendants, mowing and tree trimming, administration, and supervision of the Maintenance and Repair Coordinator (CG18, R07). As noted, each side of town will have 2 Public Works Forepersons, in CG18, R05, who will have responsibility for refuse, recycling, large trash pickup, and stump grubbing. By eliminating the Public Works General Forepersons in CG18, R07, this provides for meaningful career advancement potential between the Public Works Foreperson in CG18, R05 and the Streets General Supervisor in CG18, R08. In addition, by creating a total of 6 Streets General Supervisors, more career advancement opportunities are possible for the Public Works Foreperson, and more cross-training opportunities are available for the Streets General Supervisor which will better prepare them to compete for the Public Works General Supervisor positions in CG18, R10 when they become available. Finally, because Streets does not have leadworkers, creating a lower-level entry-level supervisor position in Range 5 allows Streets to promote Street Machine Operators or others who may not have significant leadwork or supervisory experience into the entry-level.

We have prepared the necessary resolution to implement this recommendation.

Editor's Note:

Compensation Group/Range	2018 Annual Minimum (Step 1)	2018 Annual Maximum (Step 5)	2018 Annual Maximum +12% longevity
18/05	\$55,540	\$64,394	\$72,122
18/07	\$59,271	\$70,213	\$78,638
18/08	\$61,900	\$73,454	\$82,268

cc: Charlie Romines—Streets Superintendent