Length of Time

This process began in December of 2018. I was told this process would only take a few months at most and somehow it has been stretched out over 10 months already. During this process, in February of 2019 is when I was then told that my PD needed to be revised as a part of this process. If this request is denied, the process of revising the PD puts me in a position to never be able to justify a reclassification due to the changes/additions/deletions in what the PD says the job duties are.

Throughout the 10 months, I've been told that it'll be worked on soon and then also told that this was being delayed because Employee Relations is hiring a position within their department. I'm not sure I understand why hiring for a position would put everything else on hold and for this long.

Employee Relations basically had 10 months or so to put their case together. I was given notification of about 3 days that I would have to present in front of the P&F Committee to state my case. That is an extremely short turnaround that is followed up by another short turnaround (around 4 days) to get all of this information to you. I'm happy to do it because the process is finally moving forward but I can't help but think that I may have had a more complete and thorough presentation to give to P&F if I had as long as Employee Relations had to build their case. At no point in time during the process was I informed that I would have to present to P&F, in fact I was originally told that if the request was denied that I would go to an appeals board which was incorrect.

Retroactive Pay?

At the beginning of this process, I was told that if this was approved, there's a good chance that the pay will be retroactively applied. I hope this statement was true and it's my understanding that this has happened in the past at Dane County so I am hopeful that it would apply in this scenario if approved especially because these processes should never take as long as it has in this case.

Past Practices

What are the past practices of Employee Relations for reallocation requests?
Were "Request for Reallocation Or Reclassification Forms" completed for all previous reallocation requests?
How many reallocation requests have been approved and how many have been denied (in the last 10 years)?

I find it very hard to believe that, in 2019, this is the first time a reallocation has ever been denied and then appealed at Dane County. Since that appears to be true, I have to believe that is because these reallocations have always been approved without much oversight and without any issues. Why is my reallocation request any different from previous reallocation requests or reallocation requests that are going through right now?

Internal Inequity

My position is the only Managerial Position within Administration that is a M8 range. All other Directors, Managers, or Supervisor roles are at least in the M10 range but the majority are M11 or higher as shown below. This includes the Human Resources Manager position (M12) which is a new position as of this year. To be 4 steps below the majority of other Directors, Managers and Supervisors within just the Administration Department is a very unequal balance of pay. This specific chart doesn't include managerial positions in other departments.

Department	Job Title	Range	# Staff Supervised	Head of a Dept/Divison?	Min Hourly	Min Total	Max Hourly	Max Total
Admin	Printing and Services Supervisor	M08	6.5	Yes	$28.53	$59,342.40	$36.79	$76,523.20
Admin	Food Service Supervisor	M10	21	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Special Assistant to the Director	M10	0	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Facilities Manager	M11	8	No	$36.16	$75,212.80	$46.69	$97,115.20
Admin	Facilities Manager - Janitorial	M11	11	No	$36.16	$75,212.80	$46.69	$97,115.20
Admin	Payroll Manager	M12	2	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Special Assistant to the Director	M12	0	No	N/A	N/A	N/A	N/A
Admin	Human Resources Manager	M12	?	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Director of Consolidated Foods	M13	6	Yes	$41.74	$86,819.20	$53.88	$112,070.40
Admin	Info Mgmt. Customer Service Manager	M13	12	No	$39.83	$82,846.40	$51.42	$106,953.60
Admin	Management Information Team Leader	M13	13	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Risk Manager	M13	2	No	$44.60	$92,768.00	$57.90	$120,432.00
Admin	Director Policy and Program Development	M15	0	No	$41.74	$86,819.20	$53.88	$112,070.40
Admin	Director of Human Resources	M16	6	Yes	$50.92	$105,913.60	$66.13	$137,550.40

Director, Manager, Supervisor

Looking at the list of managerial positions within Admin and other Departments, my position is the only position that is the head of a division/department that has "Supervisor" in the title. What is the difference between a Director, Manager and Supervisor? Perhaps this is something that hasn't been applied correctly to my position.

In general, isn't a Director a manager of managers and processes within a department? Isn't a Manager responsible for people as well as workflow and processes within a department? And isn't a supervisor responsible for supervising people or an activity?

As stated within my PD, 4 out of the 5 job duty categories specifically use the word "manage" with the 5th category (10%) stating "perform Supervisory functions for the division". This means that I not only supervise people, but the other 90% is managing processes and workflow. It seems like my position has been more of a manager position than a supervisor for quite some time.

The attached org charts show each division within Administration. As you will see, my position reports directly to DOA (Greg Brockmeyer) and it also shows I am the head of my Division and yet I am considered a supervisor and I'm at least 4 steps behind all of the others in a similar position. There are managers that are lower on the org chart that are many steps higher than my range and some even supervise less people than I do while managing their division duties. The chart below shows a list of managerial positions that are not division or department heads. The pay discrepancy is quite large.

Department	Job Title	Range	# Staff Supervise	Head of a Dept/Division	Min Hourly	Min Total	Max Hourly	Max Total
						Department or Division Head Per Org Charts - Reports Directly to Greg Brockmeyer if in Admin			
Extension	County Extension Director	M15	6	Yes	N/A	N/A	N/A	N/A
Admin	Director of Consolidated Foods	M13	6	Yes	$41.74	$86,819.20	$53.88	$112,070.40
Admin	Director of Human Resources	M16	6	Yes	$50.92	$105,913.60	$66.13	$137,550.40
Library	Library Director	M14	6	Yes	$45.00	$93,600.00	$45.00	$93,600.00
Admin	Printing and Services Supervisor	M08	6.5	Yes	$28.53	$59,342.40	$36.79	$76,523.20
Corp Counsel	Administrative Manager	M10	0	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Director Policy and Program Development	M15	0	No	$41.74	$86,819.20	$53.88	$112,070.40
Land and Water	Division Manager	M13	7	No	N/A	N/A	N/A	N/A
Admin	Facilities Manager	M11	8	No	$36.16	$75,212.80	$46.69	$97,115.20
Admin	Facilities Manager - Janitorial	M11	11	No	$36.16	$75,212.80	$46.69	$97,115.20
Admin	Food Service Supervisor	M10	21	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Info Mgmt. Customer Service Manager	M13	12	No	$39.83	$82,846.40	$51.42	$106,953.60
Land and Water	Lake Management Supervisor	M10	2	No	N/A	N/A	N/A	N/A
Planning & Dev	Land Records Administrator	M12	7	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Management Information Team Leader	M13	13	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Payroll Manager	M12	2	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Risk Manager	M13	2	No	$44.60	$92,768.00	$57.90	$120,432.00
Admin	Special Assistant to the Director	M10	0	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Special Assistant to the Director	M12	0	No	N/A	N/A	N/A	N/A
Land and Water	Watershed Manager	M13	3	No	N/A	N/A	N/A	N/A
Planning & Dev	Zoning Administrator	M12	7	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Human Resources Managers	M12	?	No	$38.81	$80,724.80	$50.15	$104,312.00

Reallocation vs. Reclassification

Per the Administrative Practices Manual and Dane County Ordinance:

Reallocations are defined as:

"(36) Reallocation shall mean a change in salary range allocation for a position(s) or classification based on reasons of internal and/or external equity."

Reclassifications are defined as:

"(37) Reclassification shall mean a change in classification to which a position is assigned as a result of evaluation of the duties and responsibilities assigned to that position."

An area of confusion for me is whether this should have been a request for reclassification or reallocation. Having gone through this process, I can see this being either one or perhaps both. The current process which is being considered a reallocation request was not my choice. As pointed out by Employee Relations, if the State of Wisconsin were to combine the Shipping and Mailing Supervisor position and the Printing Services Supervisor position, it would be very similar to the Dane County Printing and Services Supervisor. However, Employee Relations forgot about the Fleet Management aspect of my position so if you were to include the State of Wisconsin's Fleet Program Officer position, that would be 3 separate positions that would equal what the Dane County Printing and Services Supervisor's job duties encompass. None of the other Admin Managerial positions seem to have 2-3 different positions rolled into their one position. While I'm uncertain if this should have been a reclassification or reallocation, my concern would be the length of time it would take to go down that path. This process has already taken over 10 months to complete. If this for some reason were to be deemed a reclassification instead, could that be recommended immediately and effective immediately?

Issues with Reallocation Memo from Employee Relations

1. The first position that was compared was the Office Supervisor position.
    a. Is the Office Supervisor position being utilized currently within Dane County? Looking at the Org Charts, I don't see this position even being used.
    b. My position is more than just an Office Supervisor position as I run the entire Printing and Services division which includes supervisory roles but also managing the processes within the division.
    c. An office supervisor typically would not include fiscal responsibilities that I have in my position.
    d. This position doesn't generate revenue.

2. The second position that was compared was the Terminal Maintenance Supervisor for the Airport.
    a. Doesn't include 3 totally separate and distinct areas of responsibility (Printing, Mailroom, Fleet).
    b. There are no fiscal responsibilities with this position compared to my position.
    c. This position is 3 positions under the Director of the Airport and not the head of the department/division.
    d. This position doesn't generate revenue.

3. The third comparison included Courts Manager and Paralegal Manager.
    a. These positions are not the head of their division/department.
    b. These positions are not responsible for revenue and expenses for their entire division/department.
    c. It's well noted that these M9 positions supervise 15 individuals and 12 individuals respectively.
        i. The Payroll Manager position supervises 2 people and is a M12.
        ii. The Human Resources Manager position supervises around 5 or 6 people and is a M12.
        iii. The Administrative Manager position in Corp Counsel supervises 0 staff and is a M10.
        iv. The chart below reflects how many staff members are supervised by other similar Directors, Managers, Supervisors, including Admin managerial positions.
    d. It's also noted that if an error is made by an incumbent in one of these positions, it may have an impact if a criminal is released back into the public or sentenced to jail.
        i. My position has similar implications that if the public isn't notified due to the mailing I'm printing and mailing out, a person may not pay a ticket which could result in further problems. Also, if there is an error with the ballots that we are responsible for sending out, it could impact the timing, cost and results of an election. The ballots can also impact a larger population of people all at once.

			# Staff	Head of a	Min		Max	
	# of staff that are directly supervised (12 "Managers, Supervisors, Directors that supervise less)							
Department	Job Title	Range	# Staff Supervised	Head of a Dept/Divison?	Min Hourly	Min Total	Max Hourly	Max Total
Corp Counsel	Administrative Manager	M10	0	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Director Policy and Program Development	M15	0	No	$41.74	$86,819.20	$53.88	$112,070.40
Admin	Special Assistant to the Director	M10	0	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Special Assistant to the Director	M12	0	No	N/A	N/A	N/A	N/A
Land and Water	Lake Management Supervisor	M10	2	No	N/A	N/A	N/A	N/A
Admin	Payroll Manager	M12	2	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Risk Manager	M13	2	No	$44.60	$92,768.00	$57.90	$120,432.00
Land and Water	Watershed Manager	M13	3	No	N/A	N/A	N/A	N/A
Extension	County Extension Director	M15	6	Yes	N/A	N/A	N/A	N/A
Admin	Director of Consolidated Foods	M13	6	Yes	$41.74	$86,819.20	$53.88	$112,070.40
Admin	Director of Human Resources	M16	6	Yes	$50.92	$105,913.60	$66.13	$137,550.40
Library	Library Director	M14	6	Yes	$45.00	$93,600.00	$45.00	$93,600.00
Admin	Printing and Services Supervisor	M08	6.5	Yes	$28.53	$59,342.40	$36.79	$76,523.20
Land and Water	Division Manager	M13	7	No	N/A	N/A	N/A	N/A
Planning & Dev	Land Records Administrator	M12	7	No	$38.81	$80,724.80	$50.15	$104,312.00
Planning & Dev	Zoning Administrator	M12	7	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Facilities Manager	M11	8	No	$36.16	$75,212.80	$46.69	$97,115.20
Admin	Facilities Manager - Janitorial	M11	11	No	$36.16	$75,212.80	$46.69	$97,115.20
Admin	Info Mgmt. Customer Service Manager	M13	12	No	$39.83	$82,846.40	$51.42	$106,953.60
Admin	Management Information Team Leader	M13	13	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Food Service Supervisor	M10	21	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Human Resources Managers	M12	Not on Org Chart	No	$38.81	$80,724.80	$50.15	$104,312.00

4. It was decided that classifications higher than a M9 were not going to be researched and reviewed. I believe this was a mistake and did not do the process justice. I strongly feel like there's a chance the current classification of my position may simply be incorrect or inaccurate from the start and therefore similar yet higher pay range positions that I've pointed out here weren't even given a chance to be evaluated.

    a. For example: compare the Facilities Manager (M11) and the Administrative Manager (M10) positions to mine (both are attached).

    b. It seems like throughout the comparison performed by Employee Relations, an actual comparison which takes into account all aspects of my position and other positions was not performed. The Office Supervisor position didn't compare all aspects of my position, and neither did the Terminal Maintenance position or the Court Manager and Paralegal positions.

    c. Almost all of the positions discussed do not generate revenue which is also a big responsibility which includes an accounting aspect with billing and managing the billing system within Printing and Services.

        i. In 2018, my division brought in $658,996 of non-County revenue and a total amount of $1,658,581 revenue was generated.

        ii. In 2019 so far, my division has brought in approximately $523,081 of non-County revenue and a total amount of $1,305,916 revenue has been generated.

        iii. No other divisions within the Administration Department brings in revenue close to those amounts. That also means they don't have a billing management aspect to their job.

    d. Below is a chart that shows multiple managerial positions from Administration and other County Departments that could have been researched and reviewed because the positions are more similar in all aspects of managerial and supervisory roles.

Department	Job Title	Range	# Staff Supervised	Head of a Dept/Divison?	Min Hourly	Min Total	Max Hourly	Max Total
Admin	Printing and Services Supervisor	M08	6.5	Yes	$28.53	$59,342.40	$36.79	$76,523.20
Admin	Food Service Supervisor	M10	21	No	$33.44	$69,555.20	$43.20	$89,856.00
Admin	Special Assistant to the Director	M10	0	No	$33.44	$69,555.20	$43.20	$89,856.00
Corp Counsel	Administrative Manager	M10	0	No	$33.44	$69,555.20	$43.20	$89,856.00
Land and Water	Lake Management Supervisor	M10	2	No	N/A	N/A	N/A	N/A
Admin	Facilities Manager	M11	8	No	$36.16	$75,212.80	$46.69	$97,115.20
Admin	Facilities Manager - Janitorial	M11	11	No	$36.16	$75,212.80	$46.69	$97,115.20
Admin	Payroll Manager	M12	2	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Special Assistant to the Director	M12	0	No	N/A	N/A	N/A	N/A
Admin	Human Resources Manager	M12	?	No	$38.81	$80,724.80	$50.15	$104,312.00
Planning & Dev	Land Records Administrator	M12	7	No	$38.81	$80,724.80	$50.15	$104,312.00
Planning & Dev	Zoning Administrator	M12	7	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Director of Consolidated Foods	M13	6	Yes	$41.74	$86,819.20	$53.88	$112,070.40
Admin	Info Mgmt. Customer Service Manager	M13	12	No	$39.83	$82,846.40	$51.42	$106,953.60
Admin	Management Information Team Leader	M13	13	No	$38.81	$80,724.80	$50.15	$104,312.00
Admin	Risk Manager	M13	2	No	$44.60	$92,768.00	$57.90	$120,432.00
Land and Water	Division Manager	M13	7	No	N/A	N/A	N/A	N/A
Land and Water	Watershed Manager	M13	3	No	N/A	N/A	N/A	N/A
Library	Library Director	M14	6	Yes	$45.00	$93,600.00	$45.00	$93,600.00
Admin	Director Policy and Program Development	M15	0	No	$41.74	$86,819.20	$53.88	$112,070.40
Extension	County Extension Director	M15	6	Yes	N/A	N/A	N/A	N/A
Admin	Director of Human Resources	M16	6	Yes	$50.92	$105,913.60	$66.13	$137,550.40

5. As previously stated, the point is made that "if the state were to combine these two classifications, it would be very similar to the Dane County Printing and Services Supervisor" which is to say, these two positions equals my position. However, this section forgets the fleet management aspect of my position as well so if you add in that, it's actually 3 positions equaling my position instead of just 2.

6. While it was confirmed what the Shipping and Mailing Supervisor and Printing Services Supervisors are currently making at the State, this comparison doesn't take into consideration the qualifications, education, and experience of the incumbents of those positions. It's hard to say where my qualifications and experience would fit into the minimum/maximum pay range of the state which is also left out of that paragraph. Below is a chart from the State of Wisconsin Classifications that shows the minimum and maximum pay range of those State of Wisconsin jobs. The low end is low but the top end is much higher as well and this doesn't take into account combining positions.

Alphabetical Listing of Classifications Current as of September 29, 2019									
Class Title	Class Code	Pay Sched	Range	Minimum	Min Total	Appt. Max	Maximum	Max Total	
FLEET PROGRAM OFFICER	06760	81	03	$ 23.38	$48,630.40	$38.59	$53.79	$111,883.20	
PRINTING SERVICES PROGRAM SUPV	82620	81	03	$ 23.38	$48,630.40	$38.59	$53.79	$111,883.20	
PRINTING SERVICES SUPERVISOR	82520	81	04	$ 17.96	$37,356.80	$29.62	$41.27	$85,841.60	
SHIPPING AND MAILING SUPERVISOR	20720	81	04	$ 17.96	$37,356.80	$29.62	$41.27	$85,841.60	
	MINIMUM:			The lowest hourly rate payable to an employee upon appointment to a non-trainee permanent or project position allocated to the classification/class title, where applicable.					
	APPOINTMENT MAXIMUM:			Maximum hourly base rate an employee may be granted when appointed to a position assigned to that "appointment maximum." **An "appointment maximum" is not the maximum of the pay range.**					
	MAXIMUM:			The hourly maximum pay rate of the pay range to which the classifcation/class title is assigned, where applicable.					

7. After reviewing the memo in full detail, it feels like the process that is used to analyze reallocations may not be a thorough process that accurately takes into account all aspects of comparing positions.

   As part of the County's evaluation process, it specifically states that change in volume of work and personality are not factors that can be considered. I disagree with this idea and actually think the volume of work is a major factor that should be considered for any type of reallocation or reclassification. The personality of a person, which is also the ability to work alongside, problem solve and display a positive attitude with staff and the public is an important characteristic trait to possess and should not be devalued, especially when in the customer service (internal or external) line of work. Volume of work and personality are 2 things that are considered during the interview process all the time, so why would it not be considered in this scenario?

   Finally, it could have been determined at any time that this should have been a reclassification request instead of a reallocation request. Again, it wasn't my determination that this was a reallocation request rather than a reclassification request. Whether that is something that is supposed to come directly from the employee or not, I wasn't in a situation where I had the opportunity to decide.