



COUNTY OF DANE

DEPARTMENT OF ADMINISTRATION EMPLOYEE RELATIONS DIVISION

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GREG BROCKMEYER
Director of Administration

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Human Resources Manager

MEMORANDUM

DATE: September 23, 2019

TO: Greg Brockmeyer
Director of Administration

FROM: Alex Hauri
Human Resources Analyst

SUBJECT: Reallocation request for Printing and Services Supervisor #177

SUMMARY:

The Department of Administration has requested that Employee Relations review position #177. After reviewing the duties assigned to this position, the department believes it is subject to internal inequity. As a result, a request was submitted to reallocate the Printing and Services Supervisor from the M8 to M10 pay range. To determine the correct pay range my analysis included comparisons between internal and external classifications.

REVIEW FACTORS AND ANALYSIS:

The current position description (PD) that was submitted for position #177 identifies the following functions:

Function A: 25% Manage and Direct the Daily Printing and Copying Operation

Function B: 25% Manage and Direct the Daily Operations of the Mailroom and Related Services and Coordinate Billing

Function C: 20% Direct and Manage Convenience Copier Program

Function D: 20% Manage the Fleet Pool Program

Function E: 10% Perform Supervisory Functions for the Division

Education/Experience:

Any combination of training and experience equivalent to high school graduation and three (3) years of responsible experience managing/supervising the daily mailroom and printing operations and one (1) year in a lead worker role. Preference will be given to candidates with supervisory experience.

To properly classify this position, I sat down with the incumbent (Peter Patten) to have him explain the roles and responsibilities that he is assigned. The meeting was very beneficial since he was able to break down and thoroughly explain the steps and processes related to each function. The Printing and Services Supervisor is responsible for providing three (3) key services to City and County Departments. The three (3) key services are managing the vehicle fleet, providing inter and intra mail delivery and completing a vast array of printing requests.

Managing the vehicle fleet:

Roughly 20 vehicles in the fleet

Determine the appropriate maintenance, repair and licenses

Recommend replacement/purchasing decisions

Providing mail services:

Deliver to 25 different locations

Handle 4,500 pieces of mail on a daily basis

Determine monthly billing for departments

Investigate and resolve complaints and concerns

Printing requests:

Production printing on specialized equipment and fast copy services

Determine timelines for production printing, fast copy and color copying

Provide cost estimates for departments

Manage 76 Ricoh copiers

Determine appropriate lease(s), size and location of these devices

Coordinate delivery, set-up and training

Maintain equipment, coordinate repairs and order preventative maintenance on all equipment

After reviewing the PD and meeting with Pete, the next step was to compare this information to internal classifications. The standard process for a reallocation request is to begin the analysis where the position is currently located and then progress through the pay ranges until a comparable classification is found. It is important to review where the position is currently located to ensure that it is subject to inequities. If it is determined that the position is undercompensated, you must then analyze classifications in the proceeding pay ranges until a match is found. This process means that the recommended pay range may never be accounted for if the position has similar responsibilities to classifications in lower ranges. As standard process, I began my analysis by comparing the Printing and Services Supervisor to classifications currently in the M8 pay range.

Throughout this process I was able to identify several classifications within the M8 pay range that are similar in nature. The classification with the most similarities was the Office Supervisor, which has a lower starting salary, but progresses to the top of the M8 pay range. Similar to the Printing and Services Supervisor, position #1348 is responsible for managing a fleet of vehicles (27), supervising subordinates (13) and coordinating maintenance on equipment. The incumbent has a wide variety of duties, but spends most of their time performing the following:

- Respond to facilities problems and arrange for repairs

- Responsible for small scale projects
- Troubleshoot and oversee the maintenance requests for computers, copier, printer and phones
- Evaluate levels of service provided
- Participate in budget development activities
- Resolve advanced equipment malfunctions
- Perform cost-benefit analyses on suggested administrative processes or equipment
- Control expenditures from approved budgeted accounts
- Supervise a master scheduling function

Another classification with many similar responsibilities was the Terminal Maintenance Supervisor located at the Dane County Airport. This position is also within the M8 pay range and is primarily responsible for supervising subordinates and inspecting facilities and equipment. The position oversees equipment such as baggage conveyor systems, passenger boarding bridges, elevators, escalators, and security/fire detection systems. The incumbent has a wide variety of duties, but spends most of their time performing the following:

- Plan, schedule and direct preventative maintenance
- Lead construction projects
- Prepare reports related to maintenance activities
- Develop and select various maintenance service contracts
- Make budgetary recommendations
- Prioritize and direct emergency repairs to equipment and facilities
- Identify employee trainings needs
- Conduct training and orientation
- Interview, hire and terminate employees

While comparing the Printing and Services Supervisor to these internal classifications, I was able to identify many similarities. All three (3) classifications are responsible for supervising staff, managing equipment/facility maintenance and evaluating levels of service to determine contracts/cost-benefits activities.

To finalize my analysis of internal classifications, I also compared the Printing and Services Supervisor PD to classifications in M9 pay range. While reviewing the M9 pay range, the Courts Manager and Paralegal Manager classifications really stood out. A Courts Manager supervises roughly 15 individuals and is responsible for the implementation of court orders, managing court records and supervising the accounting of fines, bails, forfeitures and other payments made to (or through) the courts. The Paralegal Manager supervises 12 individuals and is responsible for monitoring the status of cases to ensure they are in compliance with strict statutory deadlines, managing felonies and major cases for legal actions and consults with attorneys, police departments, victims and other individuals regarding all aspects of criminal cases. If an incumbent in one of these classifications made an error, it could have a drastic impact on determining if a criminal is released back into the public or sentenced to jail. I believe the M9 classifications require a greater amount of analytical and decision making skills since they are constantly interacting with the legal system and ensuring that the guilty defendants are sentenced. After reviewing their definitions and duties, I believe they are more complex than position #177.

After reviewing internal classifications within the M8 and M9 pay ranges, I decided that the M10 pay range would not be appropriate. To finalize this request, I compared the Printing and Services Supervisor to external classifications throughout the State of Wisconsin. Due to the unique responsibilities that are assigned to position #177, Pete advised that I reach out to the State of Wisconsin to see if they had any comparable positions. Bruce Goodman, Distribution Section Chief, was a great resource. While speaking to Bruce, he indicated that the state has multiple positions that are similar in nature. The two (2) external classifications that I reviewed were the Printing Services Supervisor and the Shipping and Mailing Supervisor.

According to their PDs, both positions are responsible for providing high volume and low cost services. These positions also serve a variety of customers including state, county and local municipalities. Although each position is unique to their respective unit, both positions are assigned similar duties. The Printing Services Supervisor is responsible for supervising publishing staff in the production of high volume printed and finished materials with a commitment to quality; supervising the bureau's state-of-the art printing operation in all aspects of production; providing dedicated customer service; and maintaining a safe and efficient work site. On the other hand, the Shipping and Mailing Supervisor is directly responsible for supervising staff; scheduling production in the distribution section; providing assembly and insertion of mail pieces using highly automated equipment; and overseeing inventory, warehouse and sales activities. If the state were to combine these two classifications, it would be very similar to the Dane County Printing and Services Supervisor.

After concluding that the external classifications were similar in nature, I contacted the State of Wisconsin's Division of Personnel Management. Peter Flood and Matt Olsen were able to verify the wages associated with each classification. The Shipping and Mailing Supervisor currently earns in-between \$51,105.60 and \$54,080.00, while the Printing Services Supervisor earns \$54,100.80 a year. The Dane County Printing and Services Supervisor currently earns in-between \$59,342.40 and \$76,523.20 a year. To conclude, the Dane County classification currently earns roughly \$22,400 more per year than the external classifications.

SUMMARY AND CONCLUSION:

In summary, I believe the Printing and Services Supervisor is in alignment with other M8 classifications. Based on its similarities to internal and external positions, I believe position #177 is properly compensated. My recommendation is to have position #177 remain in the M8 pay range. This denial has no reflection on the value of the incumbent, Mr. Patten. I have strictly focused on the position and the types of duties and responsibilities it performs. In this instance, the duties continue to fit within the confines of the M8 pay range. If the incumbent would like to appeal this decision, they may do so in writing within ten (10) days.