



MEMORANDUM

To: City of Menasha Personnel Committee
From: Adam Alix, Deputy Director of Municipal Operations
Date: August 14, 2014

RE: **Public Works Operations - Addition of Lead Person Position**

BACKGROUND

In past years, the City of Menasha attempted to fill the field leadership positions with Heavy Equipment Operators. However, often times, the awarding of that position was determined mainly on the ability to operate our heavy equipment rather than one's ability to provide direction and lead a crew. To that end, for several years, the Department of Public Works has considered the creation of Lead Person positions within the Public Works Divisions. The reason that this has been considered is that managers in the department are required to spend a substantial amount of time on higher level planning, managing, and administrative activities, which limits their availability to be on site while field operations are being performed. With the implementation of the new Public Works/Parks organizational structure earlier this year, which includes one less manager than under the old structure, the overall planning, managing, and administrative demands are even greater for the existing managers.

Due to the reorganization, and the needs of the field operations, more serious thought has been given to the potential addition of Lead Person positions. In fact, as part of the reorganization in March of this year, the addition of two Lead Person positions was seriously contemplated. However, at that time, with all of the changes that were already occurring, it was decided that the addition of Lead Person positions would be further reviewed to see how they would fit into the new structure.

As the department leadership has worked through the past five months, it has become apparent that there is a strong need for at least one, and possibly two, Lead Person position to strengthen our field operations and ensure that the crews are connected to and carrying out the duties as established by department managers.

ANALYSIS

Specific Lead Person positions, rather than having those duties combined with the Heavy Equipment Operator position, would place a much greater emphasis on the ability to lead and direct staff, and assist the managers, to enable the Public Works Field Operations to be as efficient as possible. The new position would also enable the Heavy Equipment Operator to focus on operating the equipment rather than the crew around them.

At this time, we are requesting the implementation of only one of the Lead Person positions. Staff will continue to evaluate the departmental needs over the winter months as well as monitor the success of the first Lead Person position should it be approved to determine if a recommendation for a second Lead Person position is warranted.

With the implementation of a Lead Person position, we are *not* requesting an additional employee in the department. Rather, we would expect to promote an existing employee, with the necessary skills, to the lead person position, and leave the position vacated by that person open until such time that we have the opportunity to transition to the desired positions. This will take some time; however, it will be the least disruptive to our existing staff.

In addition to the immediate benefits of better efficiencies, improved communications, and better executions, that the department will receive from this change of position, this opportunity will also provide a path to further the development of current City employees, and it will increase the possibility of these leaders becoming future managers.

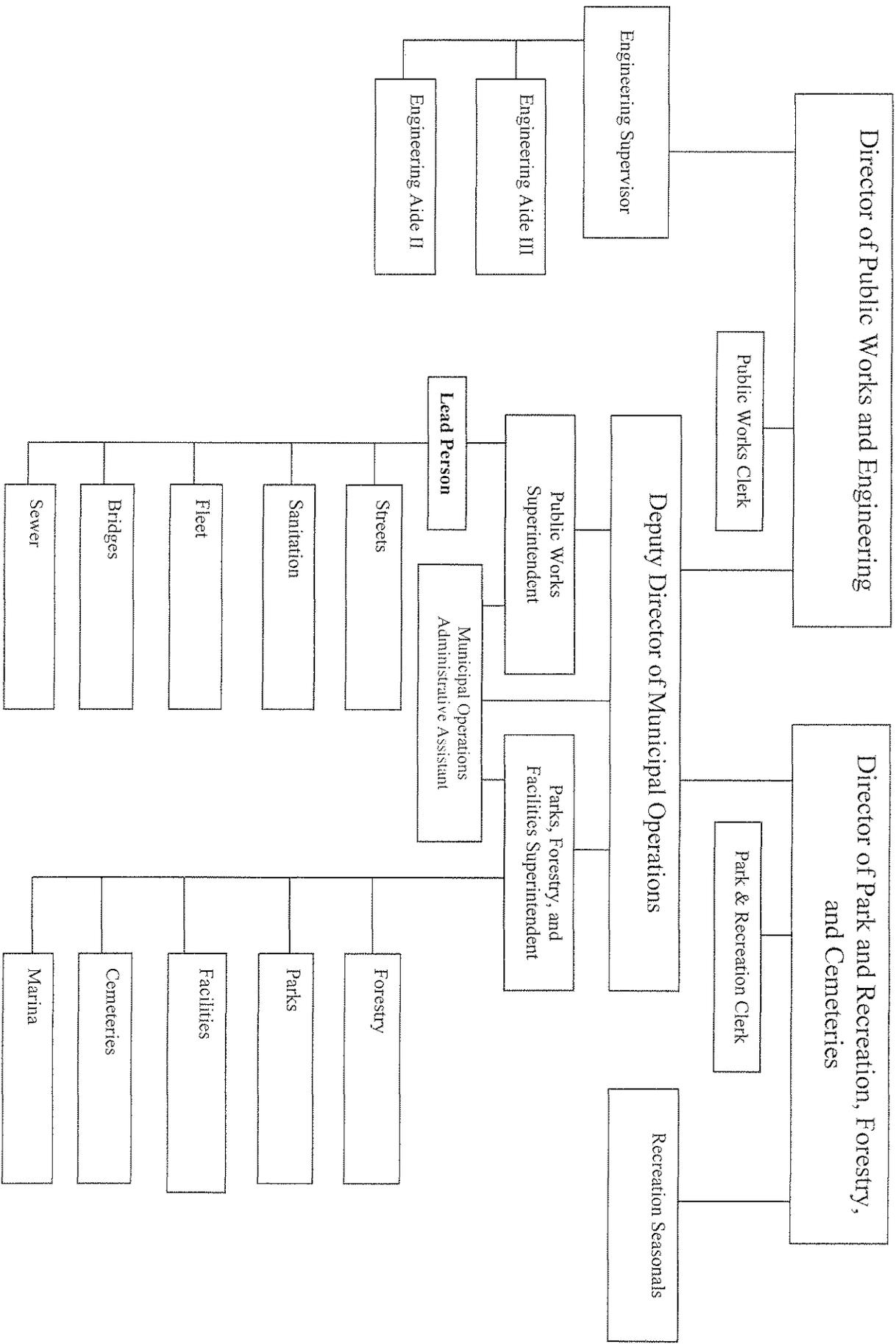
FISCAL IMPACT

The impact of implementing one Lead Person position is approximately \$1,200 in 2014, and \$3,600 annually thereafter. There is a sufficient amount of funds remaining (approximately \$21,200 on an annualized basis) after the reorganization earlier this year. If implemented, even after the creation of the new position, the City will still be in a net savings position (approximately \$17,600 on an annualized basis) when comparing the current structure to the previous structure.

RECOMMENDATION

Staff recommends that Council authorize the creation of one Lead Person position in the Public Works Department, adding it to the table of organization, without increasing the number of employees in the department. The pay range for the position is as follows:

	<i>Step 1</i>	<i>Step 2</i>	<i>Step 3</i>	<i>Step 4</i>	<i>Step 5</i>
<i>Lead Person</i>	\$20.95	\$22.26	\$23.57	\$24.88	\$26.19



PERSONNEL POLICY HANDBOOK
ARTICLE V - COMPENSATION

A. Direct Compensation

Attachment 1

Pay Range (former Locals 1035 & 1035B)						
Effective January 5, 2014						
Increase: 1.0%						
Year: 2014						
Dept	Classification	Start	Start of 7th month	Start of 19th month	Start of 31st month	Start of 43rd month
		Step 1	Step 2	Step 3	Step 4	Step 5
General Admin	Finance Clerk	18.43	19.57	20.75	21.88	23.07
	Comm Dev Coord	20.84	22.14	23.44	24.75	26.05
	Deputy City Clerk	18.43	19.57	20.75	21.88	23.07
	Clerk-Parks	16.47	17.47	18.44	19.43	20.43
	Clerk-Public Works	16.47	17.47	18.44	19.43	20.43
	Public Health Aide	16.47	17.47	18.44	19.43	20.43
Fleet Maintenance	Mechanic III	22.04	23.42	24.80	26.18	27.55
	Mechanic II	21.49	22.83	24.17	25.51	26.86
	Mechanic I	20.95	22.26	23.57	24.88	26.19
Park	Facilities/Pool Technician	20.95	22.26	23.57	24.88	26.19
	Facilities/Tech Electrician	20.14	21.39	22.64	23.91	25.17
	Park Technician	20.14	21.39	22.64	23.91	25.17
	Park Caretaker	19.59	20.81	22.04	23.26	24.48
	Arborist/Park Caretaker	19.59	20.81	22.04	23.26	24.48
	Park Laborer	18.92	20.10	21.28	22.46	23.64
Police Dept	Traffic Court Liaison	17.02	18.08	19.15	20.21	21.27
	Code Enfore Officer	17.02	18.08	19.15	20.21	21.27
	Complaint Clerk	16.47	17.47	18.44	19.43	20.43
Public Works	Engineering Supervisor	26.74	28.44	30.10	31.76	33.44
	Eng Aide III	23.15	24.60	26.06	27.49	28.93
	Eng Aide II	22.12	23.52	24.89	26.28	27.64
	Custodian	13.57	14.40	15.26	16.09	16.97
Sanitation	Sani Workers (Current only)					24.48
Street	Lead Person	20.95	22.26	23.57	24.88	26.19
	Traffic Technician	20.14	21.39	22.64	23.91	25.17
	Heavy Equip Operator	20.14	21.39	22.64	23.91	25.17
	Light Equip Operator	19.59	20.81	22.04	23.26	24.48
	Sewer Equip Operator	19.59	20.81	22.04	23.26	24.48
	Asst Sewer Equip Op	19.19	20.39	21.59	22.80	23.99
	Truck Driver	19.19	20.39	21.59	22.80	23.99
	Common Laborer (Includes Sanitation)	18.92	20.10	21.28	22.46	23.64

Bridge Tenders - \$14.72 per hour
Park Casual - \$15.50 per hour

17. All hiring will be at the minimum of a salary grade when the hiree has no direct experience for the position for which hired. Any hiring of experienced persons will be at a rate commensurate with experience between minimum and maximum. No one will be hired at a rate greater than midpoint without the approval of the Personnel Committee in an open meeting.

21. Should any Department Head or the Mayor, in the instance of a Department Head, feel that any employee's performance has been so deficient so as to not merit any step increase, that Department Head may make such recommendation to the Review Panel who shall determine the appropriateness of such action. If the Department Head makes such recommendation for two consecutive years, the Department Head shall terminate such employee.