


To: Claudia Hazelhurst, HR Director

From: Shelley Caskey, HR Analyst 

Re: Internal Alignment of the Facilities Manager

Date: August 30, 2012

**Background:**

The Utility and Street Systems Director has requested a review of the internal alignment of the Facilities Manager as part of the 2013 new position and reclassification discussion. He asks for explanation as to why the position is internally aligned below other managers that report directly to him.

**Market Data and Internal Alignment:**

A comparison of both the Environmental Laboratory Manager and the Facilities Manager to the other managers reporting to the Director shows that these two positions are not managers in the way we have defined "manager" for our classification structure. A manager is a second line supervisor that supervises other supervisory staff. The title of manager is used for these two positions as exceptions based on a request from the Director. The level of supervisory responsibility and scope of management oversight are stronger considerations for compensation than the fact that a position reports to a department head. Neither of these positions manage other supervisors. In comparison, the Streets and Solid Waste Manager supervises 3 supervisors, Water Services 3, and the Wastewater Services 3.

We do collect market data to use in determining the internal alignment of the Facilities Manager. Within the market, there are two levels of facility management found; one that is a second-line supervisor and the other that supervises front-line non-exempt employees. Both have a similar outline of duties with the primary difference being the scope of work and level of supervision provided. Market data shows that our position is currently paid 17% above market for the front-line supervisor and 16% below market for the second line manager position. Based on the value the Director places on the contracts managed by the Facilities Manager and the scope of the facilities he is responsible for, the City has viewed the position as being somewhere between the two market matches and has tied the position to other management positions within the organization.

Currently, the Facilities Manager is aligned in the Public Works and Utilities Management benchmark at a rate that is 20% below the Streets and Solid Waste Manager. Once internal alignment and market is implemented, the position will remain 20% below Streets and Solid Waste Manager. It will be 10% below the Environmental Lab Manager which can be justified internally based on the fact that the Lab Manager supervises exempt-level technicians.

**Recommendations:**

Internal alignments are selected based on both available market data and looking at the differences between responsibilities of other positions in the benchmark. The City's current classification structure aligns first-line supervisors within the job family being directly

supervised in an attempt to create a defined career path within the organization. Should the City follow this format, this position would be placed within the custodial family. However, out of recognition of the Director's value placed on the contracts and facilities managed by the position, it is tied to the Solid Waste and Streets Manager within the Public Works and Utilities Management benchmark.

This position is currently paid according to market data between two matches and has been placed in a management benchmark. Based on the scope of responsibility and the level of supervision exercised, the current internal alignment of 20% below the Streets and Solid Waste Manager is appropriate and no change in alignment is recommended.

## Greg Trainor

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**From:** Greg Trainor  
**To:** Hazelhurst, Claudia

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Just an FYI...

When we assigned supervision of customer service to Rick Brinkman, some of the other managers expressed their desire to be considered for those types of assignments in the future.

Terry and I agreed. See attached note Terry sent to the staff.

A handwritten signature in black ink, appearing to be 'G. Trainor', with a long, sweeping underline.

*Memorandum*

**TO:** Dan Tonello, Wastewater Services Manager  
Darren Starr, Solid Waste & Streets Manager  
Jo Holcomb, Environmental Lab Manager  
**CC:** Greg Trainor, Public Works, Utilities & Planning Director  
**FROM:** Terry Franklin, Utility Manager   
**DATE:** December 20, 2012  
**SUBJECT:** Customer Service Realignment

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Thank you for the memorandum expressing concerns that an advancement opportunity was recently made as an appointment rather than an opportunity for others to express an interest. I appreciate the feedback and that it was brought in the spirit of positive and open communication.

I will take your feedback into consideration if/when a similar situation presents itself.

Thank you again.