

## Shelley Caskey - Re: Class Comp Questions

---

**From:** Claudia Hazelhurst  
**To:** Shelley Caskey  
**Date:** 10/12/2012 4:59 PM  
**Subject:** Re: Class Comp Questions

---

Shelley, thanks for the clarification. I agree that we should evaluate the Facilities Manager in terms of title and job family as a result of the recent reorganization.

Claudia

>>> Shelley Caskey 10/12/2012 4:22 PM >>>  
Claudia,

The supervisor internal alignments were established through market and where market did not exist we deferred to current internal alignment. This approach has created some differences in alignment across the benchmarks.

As far as the Facilities Manager position, our recommendation has been to align the position within the Custodian benchmark as it is a first-line supervisor. 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. However, out of recognition of the previous supervisor's value placed on the contracts and facilities managed by the position, the Facilities Manager was tied to the Solid Waste and Streets Manager within the Public Works and Utilities Management benchmark. This placement made sense since the other positions within the benchmark were all direct reports of the Utilities and Street Systems Director. However, with the recent restructure, the Facilities Manager will be reporting to a new manager and will be considered peer to the Purchasing Supervisor and Fleet Supervisor. Both of these positions are in their respective benchmarks tied to the positions they have direct supervision over. Therefore, it does make sense to revisit the alignment of the Facilities Manager position. Currently, it is at a range 99 with a monthly proficient rate of \$6597. The Purchasing Supervisor is at a range 94 with a monthly proficient rate of \$6199.

Please let me know if you have any questions or require additional information.

Thank you,

Shelley

## Shelley Caskey - Fwd: Status of Reclassification Requests

---

**From:** Claudia Hazelhurst  
**To:** Laura Conant; Shelley Caskey  
**Date:** 9/5/2012 5:57 PM  
**Subject:** Fwd: Status of Reclassification Requests

---

Let's talk about this tomorrow.

Claudia

>>> Greg Trainor 9/5/2012 3:17 PM >>>  
 Claudia:

Thank you for your assistance at the DH meeting this AM regarding the 7th custodian.

As to the Internal Alignment of the Facility Manager, here is my response:

I feel the definition of Manager is much broader than that described by Shelley ("...someone that supervises other supervisors").

Managers manage and supervise people, processes, projects, funds, budgets, and provides services to other departments and divisions. Jim supervises technicians, contractors, and custodial staff. Were it not for the economic downturn, Jim would also be supervising a crew leader.

He is titled as a "Manager" because he is co-equal with the other managers in Utilities and Streets. Certainly not a co-equal as to responsibilities, plant value, numbers of staff, size budget, rolling stock, etc. and certainly not as to pay, but as a recognition for the *types* of activity he manages that the others do as well and as a recognition that he speaks and acts as an equal with the others.

The Facility Manager manages a specific fund, he establishes and manages his internal operating budget as well as establishing and managing the capital budgets for Facilities (such as City Hall HVAC Replacement) and the capital budget for other departments (such as the Lincoln Park Barn Cooler Replacement, Lincoln Park Cabling Replacement, and moving and placing the Golf Maintenance shop and office).

This latter work he does as a "project manager" for the operating department, developing specifications, writing bids, bidding the work, evaluating the bids, and supervising the eventual construction. He is currently managing the warranty work at Police/911 and Fire Station #1

The Facility Manager does not supervise "people" to the extent the other managers do, but he supervises and is responsible for the large number of "places" that belong to the City: City Hall, 5 Fire Stations, Senior Recreational Center, Shops, Fire Admin, Traffic, Parks Admin, and now police/911. These responsibilities include custodial services, heating and air conditioning, electrical and plumbing maintenance, emergency response, and remodeling. He does what he can with himself and 1 maintenance technician. The rest of the work is accomplished through maintenance contracts which have to be managed.

Jim is currently 20% below the Streets and Solid Waste Manager. He should be, at least, at a level equal to Jo Holcomb, who is 10% below the Streets and Solid Waste Manager. Although he does not supervise "exempt-level technicians," he does supervise technicians (internal staff and contractors) across a myriad of locations and multiple situations requiring independent judgement, coordination and consultation with operating departments.

Greg Trainor,  
Utility and Street Systems Director  
City of Grand Junction, Colorado  
970-244-1564

Drought Response Information Project  
[www.thedripwebsite.com](http://www.thedripwebsite.com)

Greg Trainor,  
Utility and Street Systems Director  
City of Grand Junction, Colorado  
970-244-1564

Drought Response Information Project  
[www.thedripwebsite.com](http://www.thedripwebsite.com)

>>> Claudia Hazelhurst 9/4/2012 4:43 PM >>>  
Greg,

At tomorrow's department head meeting we will be discussing the results of the various 2013 reclassification requests that have been submitted to HR for evaluation. The three that you submitted have been completed and the reports are attached.

In summary, the reclassification of the Industrial Pretreatment Inspector to Specialist is recommended for change and the evaluation of the internal alignment of the Environmental Lab Manager and Facilities Manager have been recommended for no change. After reviewing the rationale behind each of these recommendations, I agree with the conclusions. These results will be part of our review at tomorrow's labor meeting.

Should you have questions about these outcomes, Shelley, Laura and/or I will be pleased to discuss them with you.

Claudia

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.

## Shelley Caskey - Reclassifications

---

**From:** Greg Trainor  
**To:** Caskey, Shelley  
**Date:** 8/24/2012 8:34 AM  
**Subject:** Reclassifications  
**CC:** Franklin, Terry

---

Here are the positions we would like HR to review for discussion later in the process:

Jim Stavast is in our Manager group but paid as a supervisor, with the same pay level as Ron Key, Larry Brown, Dan Thorne....Jim is responsible for the Facilities Division which includes responsibility for building maintenance, knowledge of building mechanical systems (heating and air conditioning), managing facility capital improvements that are funded within the other departments, and custodial services for the assigned buildings (some we don't do...like the fire stations). Jim is considered a "Manager." Although not at the same level of responsibility as Dan Tonello, as an example, with the responsibility for the \$100M plant and Valley-wide sewage collection system, he certainly is in a position higher than a "supervisor."

Jim Robbins, later in the year, as we see how he works out as a "supervisor" over custodial services...or a "leadervisor" as we call him.

Jo Holcomb has raised the question, again, as to her status of pay being 5% less than the other managers. Please confirm how other lab managers are paid "in the market," managers or directors that have responsibility for wastewater and water laboratories.

*Industrial Pretreatment Inspector*

Greg Trainor,  
Utility and Street Systems Director  
City of Grand Junction, Colorado  
970-244-1564

Drought Response Information Project  
[www.thedripwebsite.com](http://www.thedripwebsite.com)

**September 14, 2007**

**TO: Claudia Hazelhurst**  
**FROM: Laura Conant**  
**RE: Facilities Supervisor Audit**

**Background**

The Facilities Supervisor was created in 2006 following an audit of the former classification, Facilities Crew Leader. The position was reclassified based on the shift of direct supervisory responsibility of 5 employees (custodial staff) from the Fleet and Facilities Manager to the incumbent, Jim Stavast. In addition, the position was found to be performing higher level duties such as purchasing and budget administration. The position was aligned 20% below Public Works Maintenance Supervisor based on market data and internal comparison to the scope and level of responsibility of the Public Works Maintenance Supervisors.

Upon the retirement of the incumbent in 2006, the Fleet and Facilities Manager position was eliminated and Fleet and Facilities was separated into two divisions. The Facilities Division was put under Utility Operations and the Fleet Division was moved under Purchasing. Other than where the position reported, no changes were made to the job description or compensation of the Facilities Supervisor at that time. The department head has requested an audit based on new duties the position assumed following the elimination of the Fleet and Facilities Manager.

**Changes to the Position**

The following duties have been added to the Facilities Supervisor since June 2006:

- Overall responsibility for the Facilities operations including supervision of six full-time and one seasonal custodian.
- Managing the Facilities budget and approving invoices for payment.
- Managing capital improvement projects.
- Bidding jobs and supervising contractors.
- Representing the City on various committees.

In addition, in 2008 the position will supervise two new full-time positions, a Facilities Maintenance worker and Facilities Crew Leader.

**Market Data**

Market data was compiled from MSEC and local employer's survey. Matching was based on a first line supervisor of non-exempt staff. There are 7 matches to market. The 2008 market target, including the 3.8% proposed COLA, is \$6,317 per month. The benchmark description in MSEC states that the position may be responsible for health and safety standards. Our Supervisor is responsible for keys, electronic gate cards and alarm systems. He is also responsible for the City's fuel system and pumps, a duty that is unique to our position.

### **Internal Alignment**

The Facilities Supervisor is currently 20% below Public Works Maintenance Supervisor. The former Fleet and Facilities Manager was aligned equivalent to the Solid Waste and Streets Superintendents. The Facilities Supervisor is no longer responsible a major part of that job with Fleet being moved under Administration. The Fleet Division consists of 8 full-time employees and management of the equipment fund. Day-to-day direction is under the Fleet Supervisor which is aligned with other Administration supervisors at a level that is approximately 13% below Public Works Maintenance Supervisors and 6% above the Facilities Supervisor's current alignment.

Compared with the Streets Superintendent, this position has a smaller staff and narrower scope of responsibility. The Streets Division has two Public Works Maintenance Supervisors that are responsible for supervision of a wide variety of programs. The Solid Waste Superintendent is also higher level with responsibility for an enterprise fund and a larger staff, also including a first line supervisor. With the changes to the job and the addition of the new positions, the Facilities Supervisor will no longer be a working supervisor as it has been in the past. The new Crew Leader will take on the day-to-day supervision of the custodians and maintenance worker. The Facilities Supervisor will give broader direction and function in a role similar to other Public Works Maintenance Supervisors in Streets, Solid Waste and Water. These positions are responsible for a single division and are first line supervisors, giving direction to non-exempt crew leaders and employees directly involved in production of work. One difference is that the Facilities Supervisor reports to the Utility and Street Systems Director whereas the other supervisors report to a Superintendent. This reporting relationship is one that the Director may want to evaluate further.

### **Recommendation**

It is recommended that the Facilities Supervisor be reclassified to a level equivalent with other supervisors in Public Works, Utilities and Streets operations at a range 99 \$6,474 per month (\$77,686 per year). This rate is slightly above what market suggests and results in a 20% increase in pay for the incumbent. While the department head requested the title of Manager, Supervisor is more consistent with other first line supervisors in the organization.

The 2008 budget impact of this reclassification is \$16,045 (fund 100). The incumbent requested that the reclassification be immediate and made retroactive. The department head has indicated that the change would be handled within the budget process and be effective January 1, 2008.

A side note for management to consider for future reorganizations of this sort; while the reorganization of Fleet and Facilities was intended to save the City money, in fact it has led to an increase of \$53,600 (wage only) due to reclassifications of the two positions that took on the manager's duties.