



CITY OF MILWAUKEE
DEPARTMENT OF EMPLOYEE RELATIONS

Maria Monteagudo
 Department of Employee Relations
 City of Milwaukee
 200 E Wells St, Room 706

September 12, 2020

The Honorable
 Finance and Personnel Committee
 Common Council
 City of Milwaukee

Common Council File No. 200468 – Communication from the Department of Employee Relations relating to classification studies scheduled for the September 15, 2020 City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the City Service Commission meeting on September 15, 2020.

Department of Employee Relations - Employee Benefits Division

Current	Recommended
Benefits and Wellness Coordinator PR 2HX (\$54,865 - \$76,806) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. (One Position)	Benefits and Wellness Supervisor PR 1EX (\$58,462 - \$81,844) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. (One Position)
Employee Assistance and Resource Coordinator PR 2HX (\$54,865 - \$76,806) (One Position)	Employee Assistance and Resource Coordinator PR 2IX (\$58,462 - \$81,844) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. (One Position)
Claims Adjuster Specialist PR 2FX (\$48,670 - \$67,616) (One Position)	Worker's Compensation Specialist PR 2HX (\$54,865 - \$76,806) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. (One Position)
Benefits Services Analyst PR 2EX (\$48,670 - \$63,426) One Position	Benefits Systems Analyst PR 2GX (\$51,469 - \$72,063) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. One Position

Claims Adjuster PR 2CN (\$39,881 - \$55,825) (One Position)	Worker's Compensation Analyst PR 2FX (\$48,670 - \$67,616) FN: Recruitment may be at any rate in the range with the approval of DER. (One Position)
New Position (One Position)	Paralegal PR 5JN (\$47,095 - \$57,144) (One Position)
Benefits Services Specialist II PR 5HN (\$45,013 - \$51,408) (Two Positions)	Benefits Services Specialist PR 5IN (\$46,347 - \$54,669) Recruitment at \$47,779 (Two Positions)

Note: Residents receive a rate that is 3% higher.

Department of Employee Relations - Operations Division

Certification and Salary Systems Administrator PR 1EX (\$58,462 - \$81,844) (One Position)	Workforce Planning and Certification Supervisor PR 1EX (\$58,462 - \$81,844) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. (One Position)
Human Resources Representative PR 2HX (\$54,865 - \$76,806) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. (One Position)	Pay Services Supervisor PR 1EX (\$58,462 - \$81,844) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. (One Position)
Human Resources Analyst-Senior PR 2FX (\$48,670 - \$67,616) FN: Recruitment may be at any rate in the range with the approval of DER (One Position)	Human Resources Representative PR 2HX (\$54,865 - \$76,806) FN: Recruitment at any rate in the pay range with the approval of DER and Chair of the Committee of Finance and Personnel. (One Position)
Program Assistant I PR 5EN (\$40,501 - \$46,724) (One Position)	Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruitment at \$42,539 (One Position)

Note: Residents receive a rate that is 3% higher.

Respectfully submitted,

Maria Monteagudo

Maria Monteagudo
Employee Relations Director

Attachments: Job Evaluation Reports
Fiscal Impact Statement

Job Evaluation Report

City Service Commission Meeting: September 15, 2020

Department of Employee Relations - Employee Benefits Division

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Department of Employee Relations - Operations Division

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Program Assistant I PR 5EN (\$40,501 - \$46,724) (One Position)	Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruitment at \$42,539 (One Position)

Note: Residents receive a rate that is 3% higher.

Background

The 2019 the Department of Employee Relations (DER) budget included a number of changes in clerical/administrative support positions designed to increase capacity within the Staffing, Compensation, Training, Benefits and Worker's Compensation Sections. In 2019, a report requesting changes to Staffing, Compensation, and Training positions was approved by the Common Council and Mayor. This 2020 reclassification report recommends the remaining changes to supervisory, professional and administrative positions in Staffing, Compensation, Benefits and Worker's Compensation.

Changes have been made to job descriptions that incorporate new duties and responsibilities. Additional responsibilities have been delegated to administrative support positions in an effort to alleviate the workload of supervisors and analysts. The scope of responsibilities for many of the administrative support positions has shifted to paraprofessional responsibilities. In general, when paraprofessional work in this context it means that the employees will be expected to perform moderately complex work under limited supervision and seek for guidance and direction when confronted with unique problems or situations. Employees will be expected to have solid knowledge and understanding of Civil Service Rules, federal and state employment laws, the Milwaukee Code of Ordinances, and comparable regulations. Knowledge and competency in these areas is expected to be achieved by participation in college level course work or equivalent and/or classes towards a certificate in human resources management. Reclassified positions may continue to be under-filled at the appropriate level until the minimum requirements have been met.

One of the goals of this reorganization is to establish a number of paraprofessional positions that can serve as entry level jobs in the career path for professional level human resource positions within the City. This goal aligns with one of the strategies associated with DER's succession planning efforts. Given the difficulty recruiting for some of the professional level positions and the nuanced work of public sector human resources, internal professional development opportunities are anticipated to play a stronger role in preparing personnel for promotional opportunities when filling key vacancies in the future.

In reviewing the requirements of these positions, it is noted that equivalent combinations of education and experience may be considered; and that the requirements have not yet been assessed by the Staffing Division.

Employee Benefits Division

Current	Benefits and Wellness Coordinator	PR 2HX (\$54,865 - \$76,806) Recruitment at any rate - DER/Finance Chair approval	One Position
Recommended	Benefit and Wellness Supervisor	PR 1EX (\$58,462) - \$81,844) Recruitment at any rate - DER/Finance Chair approval	One Position

This key role works with the City's Employee Benefits Director to manage and administer all aspects of the City's benefits programs including but not limited to health and dental insurance, comprehensive wellness program, onsite clinics, onsite nurse liaison, flexible spending and health reimbursement arrangements, long term disability insurance, life insurance, tuition reimbursement, commuter value pass and other voluntary benefits with a special focus on healthcare and wellness. This position manages and leads the benefits team to implement and execute new and existing benefit programs, helps ensure proper administration of benefit plans while overseeing customer service provided to employees regarding benefits. This position also works with the benefits team to identify process improvements and implement efficiencies including partnering with ITMD as appropriate to develop solutions. Other duties include assisting the Employee Benefits Director in managing the regulatory guidelines of all benefit programs to ensure compliance, analyze the City's health, wellness and safety data trends and develop strategies to effectively manage the programs and encourage employee participation and engagement, assist with annual benefit plan design review and implementation, strategic planning, communication and marketing of the City's comprehensive benefits and wellness programs. Duties and responsibilities include:

- 20% Manage and oversee benefits staff including training and development and providing guidance on continuous improvement of programs, processes and procedures as well as documenting and establishing standard operating procedures for all critical job functions. Benefits staff includes a Benefits Services Analyst and two Benefits Services Specialists.
- 10% Work with the Employee Benefits Director and vendor partners to develop, coordinate, and manage healthcare and wellness programming and strategically expand the program based on participant needs.
- 10% Assist with the marketing, communication, and online promotion of the City's benefit programs (especially healthcare and wellness) including participant knowledge and understanding of program and plan options, policy features, enrollment and other requirements. This includes designing, updating, and maintaining the benefits and wellness websites.
- 10% Assist with the Request for Proposal process for numerous benefit programs including proposal drafting, evaluation, vendor selection and program implementation as well as the management of a significant number (15+) of contracts.
- 10% Responsible for gathering, tracking and analyzing data and information for various benefit programs to measure the success of program initiatives, return on investment and inform program/policy decisions.
- 10% Prepare reports, written communication and other documents as necessary for numerous benefit programs. Serve as a primary responder for wellness program inquiries, questions, and issues.
- 10% Assists with policy and internal rule drafting and development pertaining to benefit programs along with the annual review and updates of legal notices.
- 5% Serve as backup for critical benefit staff functions including support during the City's open enrollment period, providing benefit 101 presentations, and answering the benefits' line.
- 5% Work closely with the City's Wellness Champions and Wellness Program provider to facilitate participant knowledge and understanding of the City's comprehensive wellness program as well as increase engagement and participation.
- 5% Assist with other special projects or duties as needed/assigned and provide ongoing support for employee benefit programs.
- 5% Evaluate and compare existing City benefits with those of other comparable employers and local municipalities by analyzing plan options, survey reports and other sources of information; identify and work with additional community partners to supplement the City's wellness program offerings; stay current on

changing federal and state regulations and legislation that pertains to government agencies and affects employee benefits like healthcare and wellness; and plan develop, and participate in area and industry benefit and wellness surveys.

Minimum qualifications include a bachelor's degree in human resource management, public administration, or a related field from an accredited college or university along with three years of progressively responsible experience in benefit program administration and plan design including comprehensive wellness program development.

Analysis and Recommendation

The duties and responsibilities of this position have increased significantly in level and breadth of responsibility over the last several years. The focus of the position has changed to assist with managing and administering all aspects of the City's multiple benefit programs while maintaining a focus on health care and wellness. In addition, the position now provides direct supervision and support to the benefits team that includes the Benefits Systems Analyst and two Benefits Services Specialists. Together this team implements new benefit programs and refines the administrative aspects of current benefit plans. The position has been instrumental in creating and refining standard operating procedures and administrative rules for the benefit of plan participants and administration of the plans.

The position now directly assists the Employee Benefits Director in managing regulatory guidelines of all benefit programs; uses data trends to proactively help manage and design benefit programs; and works to encourage employee participation. The incumbent of the position is now highly involved in ensuring that related software meets the administrative needs of benefit program management and works to develop improved capacity by collaborating with ITMD. The position is now directly involved with the development of RFP's and contracts for the City's benefit plans.

With these changes to duties and responsibilities, this position is functioning at the level of other first line supervisors in Employee Relations compensated in Pay Range 1EX including the proposed Workforce Planning and Certification Supervisor and Pay Services Supervisor. These positions work with professional and paraprofessional staff to implement and improve the business processes for hiring and compensating city employees within a civil service system.

Another position within City government that has similar responsibility for improving business and administrative processes is the Business Systems Coordinator in the Employees' Retirement System. Both the DER Benefits and Wellness Supervisor and the ERS position must have an in depth understanding of the business processes of administering benefits and must ensure that information technologies work to achieve and improve the administration of these benefits.

Based upon this analysis, this report recommends the position of Benefits and Wellness Coordinator in Pay Range 2HX (\$54,865 - \$76,806) be reclassified to the title of Benefits and Wellness Supervisor in Pay Range 1EX (\$58,462 - \$81,844) with recruitment at any rate in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Current	Employee Assistance and Resource Coordinator	PR 2HX (\$54,865 - \$76,806)	One Position
Recommended	Employee Assistance and Resource Coordinator	PR 2IX (\$58,462 - \$81,844) Recruitment at any rate - DER/Finance Chair approval	One Position

The Employee Assistance and Resource Coordinator provides short term onsite counseling to improve the overall mental health and job satisfaction of employees while responding to sensitive, challenging and confidential matters.

This position also plays a critical role in helping coordinate employee benefits programs and provides training and education sessions to employees and customized training to managers and supervisors. This position works collaboratively with all departments and a variety of vendor partners to ensure employees understand and access program services when needed. The position plays a critical role in the strategic direction and development of the City of Milwaukee Employee Assistance program to ensure the program is relevant to employee and department needs and has a high level of participant engagement. Duties and responsibilities include:

- 15% Provide counseling, referral services, and education to City of Milwaukee employees and family members to assist employees with work and life challenges that affect work performance or behavior in the workplace.
- 15% Process and administer employee self-referrals for EAP services as well as recommended and formal referrals as a result of management action or discretion.
- 10% Design and facilitate training for City of Milwaukee employees and supervisors about the Employee Assistance Program (EAP) and how it can assist with work related issues including key personnel training.
- 10% Develop and implement programs that are tailored to specific department and employee needs that evolve to meet and address ongoing issues and challenges that arise in the workplace.
- 5% Provide organizational consultation to supervisors, managers, administration, and peer support teams to augment department needs and address personnel challenges.
- 5% Conduct a comprehensive psychosocial assessment of the client's needs and choose the appropriate resources, referrals, and educational materials.
- 5% Conduct client monitoring, follow-up, and quality assurance on cases.
- 5% Work with all city departments and divisions in responding to critical incidents via crisis demobilization, debriefing, and defusing. Establish temporary offsite hours as needed to help departments and employees who are dealing with a traumatic or stressful event(s).
- 5% Follow up on Field Safety incidents involving employees and assess to provide support and counseling services when warranted.
- 5% Coordinate, develop, support and train city department peer support teams. Ensure that teams are functioning and structure appropriately to effectively respond to department specific employee issues and concerns.
- 5% Work with identified DER personnel to provide backup support to key position functions as needed.
- 5% Build and maintain working relationships with key community stakeholders including healthcare, wellness, and safety providers and vendor partners to ensure effective and efficient referrals.
- 5% Assist in developing, implementing, and coordinating other DER activities including but not limited to wellness initiatives, labor research and analysis, and recruitment.
- 5% Work with and attend key employee group meetings including but not limited to the Wellness and Prevention Labor Management Committee and Wellness Promotion Committee to highlight and share upcoming programs and initiatives and to promote EAP services; meet with city health and wellness partners to develop and indicate strategies to better reach employees and provide mental/behavioral health services and cross promote other health/wellness services; collaborate with various vendor partners to develop training and educational sessions and materials; perform EAP administrative and recordkeeping functions including documenting all case activity, data collection, data analysis, and report preparation; produce department specific metrics and reports when needed; develop, design, and coordinate all program promotional materials including newsletters and other educational pieces as well as EAP website content; ensure all informational materials are relevant and current to keep pace with the changing work environment; and complete special projects and duties as requested or needed.

Minimum requirements include a bachelor's degree in social work or a related psychology degree and three years of related professional experience in counseling, social work, employee assistance or mental health services.

Analysis and Recommendations

Over the past several years, the duties and responsibilities of this position have increased in both level and breadth of responsibility. The incumbent of the position has expanded the subject matter of training available to departments and employees and customizes training content to work within individual departments on an ongoing basis. The position actively works with department leadership and employees to form peer support groups which has expended avenues of support for employees within their specific department. This position also works with the Employee Benefits Director and other City Wellness partners to collaborate on strategic initiatives related to health and wellness programming including using input from employees to tailor department and specific programmatic needs.

The position works collaboratively with City departments and DER's Risk Management and Safety Officer on Critical Incident Response. The Employee Assistance and Resource Coordinator works proactively with employees at their specific location to ensure easy access to all available services and referrals and to resolve issues and danger.

As a result of these changes in programmatic responsibility, the level of responsibility of this position has increased measurably above the basic function of the position, which is providing short-term onsite counseling to improve the overall mental health and job satisfaction of city employees. The nature of work and level of responsibility of this position is now comparable to that of the Fire Health and Safety Manager and Public Health Strategist in Pay Range 21X (\$58,462 - \$81,844).

Based upon this analysis this report recommends reallocating the Employee Assistance and Resource Coordinator currently in Pay Range 2HX (\$54,865 - \$76,806) to Pay Range 21X (\$58,462 - \$81,844) with recruitment flexibility at any rate in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Current	Claims Adjuster Specialist	PR 2FX (\$48,670 - \$67,616)	One Position
Recommended	Worker's Compensation Specialist	PR 2HX (\$54,865 - \$76,806) Recruitment at any rate - DER/Finance Chair approval	One Position

This position assists in the oversight for administration and contract compliance of the Worker's Compensation process involving claims with a high degree of complexity and subrogation/recovery activities – which requires critical solving abilities and negotiation skills. This position is responsible for conducting claims quality review of Worker's Compensation claim activities and assist in third party administrator (TPA) oversight; assist in providing direction and training to claims staff (both internally and with the TPA); manage litigated claims and negotiating settlements; act as backup to the Worker's Compensation Manager; administers and supervises Bridge to Work (BTW) participants; functions as the back-up to the Employee Assistance and Resource Coordinator; and assists with implementation of the Employee Assistance Program. Duties and responsibilities include:

- 30% Perform all profession and administrative tasks required to implement the City's Worker's Compensation benefit plan in compliance with the State of Wisconsin's Worker's Compensation Act; assist training staff in the operation, methods, and procedures of the Worker's Compensation Section; conduct research and gather data for special projects assigned by the Worker's Compensation Manager; provide analysis of reports and complex claims; abstract work comp demographics to create analytic reports; identify subrogation potential and draft correspondence to involved parties to protect the City of Milwaukee's interests; function as back-up for the Worker's Compensation Manager to ensure productivity and continuity of Worker's Compensation services to employees; assist with processing of Duty Disability Retirement records requests from ERS and processing of applications for Safety Glasses; assure compliance with applicable DWD 102, Chapter 350, and departmental rules and regulations; support safety functions; and other duties as assigned by the Worker's Compensation Manager.
- 25% Foster a collaborative partnership with TPA; audit TPA payment vouches for validity and accuracy in order to mitigate City expenditures and seek TPA reimbursements when applicable; monitor claims managed by TPA for contract and regulatory compliance and direct corrective plans of action to ensure management

- outcomes and regulatory compliance is achieved; respond to emergent claim related inquiries and provide technical support to Worker's Compensation staff (internal and TPA) on complex claim issues; and organize and track TPA audit deficiencies.
- 20% Administer light duty positions for injured employees to mitigate lost time and facilitate employee's return to work in partner with not-for profit community agencies in the City of Milwaukee; promote the Bridge to Work Program within the community; develop rapport with key personnel in order to cultivate suitable positions with local not-for-profit entities; facilitate placement of injured workers in temporary light duty assignments within their employing departments; coordinate with departments and TPA to identify potential BTW candidates; evaluate and match employee's medical restrictions with BTW positions that accommodate them; oversight of BTW placement and participate of employees and approve their payroll; foster solid relationships with non-profit partners to develop long-term alliances to maintain BTW placement for employees; and maintain a demographic database to track efficacy o program and lost time hours conserved..
- 10% Provide timely and accurate responses to communication deadlines from the State of Wisconsin Department of Workforce Development; prepare pertinent information to respond and defend the City of Milwaukee's interests in Worker's Compensation matters; analyze claims and prepare letters to medical and vocational professionals outlining interrogatories for their evaluation reports; analyze claim merits and determine defense strategies and prepare files for review by City Attorney; present claim file to the City Attorney in preparation for state hearings, prepare a risk analysis to determine case merits, and potential defense strategies in order to limit the City's financial exposure; negotiate settlement agreements with attorneys and employees; negotiate financial settlements with medical and insurance vendors to reduce City expenditures and contact costs; and attend Worker's Compensation pre-hearings and adjust, negotiate, and settle litigated files.
- 5% Provide education and referral services to employees to help reduce work/life issues which affect their work performance; provide documentation, education, and referrals to employees as needed; document case activity and maintain EAP related electronic files; provide EAP overview for on-boarding of new hires during New Employee Orientation presentations; develop and facilitate topical EAP/wellbeing in-services/ workshops; assist in producing EAP metrics and analytics for department review; and contribute to the production of EAP publications such as quarterly EAP newsletters, topical flyers and brochures.

Minimum requirements include an associate degree in health sciences or healthcare administration, business administration, or a closely related field. Requires 5 years of Worker's Compensation or related experience with a minimum of three years' professional experience adjusting Worker's Compensation claims.

Analysis and Recommendation

When the City switched to a TPA for Worker's Compensation, the positions in the Worker's Compensation Section took on new roles. Some of the specific changes that have affected the responsibilities of this position include development and implementation of the Bridge to Work Program that includes direct oversight of employees enrolled in the program. Employees enrolled in the program remain in contact with Worker's Compensation staff and address any work, safety, and employment issues. The Worker's Compensation staff review policy changes to their organizational structure (the department, CorVel, the injured workers) and legal implications as they relate to DWD state statutes. They assist with training and developing DWD staff, assist in drafting correspondence, audit files, establish protocols, and clarify expectations in relationship to claims to ensure compliance with DWD and or service instructions.

As a result of the City moving to a TPA for Worker's Compensation, the duties and responsibilities of this position now take a lead role in the administration and contract compliance of the Worker's Compensation process, as well as Bridge to Work activities and Litigation Activities. The new duties, responsibilities and requirements of this position are at a level comparable to those of other Employee Relations and city-wide lead-level analyst titles. In Employee Relations these positions may have responsibility for labor relations, staffing, or compensation. Throughout City

government, titles at this level include Accountant and Auditor Lead, Business Systems Specialist, and Legislative Fiscal Analyst-Lead.

Based upon the new duties and responsibilities for this position and the above analysis, this report recommends reclassifying the Claims Adjuster Specialist in Pay Range 2FX (\$48,670 - \$67,616) to Worker's Compensation Specialist in Pay Range 2HX (\$54,865 - \$76,806) with recruitment at any point in the range with the approval of DER and Chair of the Committee on Finance and Personnel.

Current	Benefits Services Analyst	PR 2EX (\$48,670 - \$63,426)	One Position
Recommended	Benefits Systems Analyst	PR 2GX (\$51,469 - \$72,063) Recruitment at any rate - DER/Finance Chair approval	One Position

This position assists with the overall administration and delivery of City-wide benefits to ensure members are enrolled and receiving benefits correctly. This position is responsible for oversight of the PeopleSoft Human Resource Management System (HRMS) benefits module including updating rules, processing benefit events and monitoring ongoing changes related to multiple employee benefit programs. This position assists in benefits planning providing guidance on technical feasibility within the PeopleSoft system. The position works closely with ITMD, the Comptroller, payroll personnel and other benefits staff to monitor system health and trouble-shoot, implement and communicate critical changes that pertain to employee benefits. This includes making recommendations for system changes. In addition, this position develops and coordinates systems testing strategies to ensure benefits processes and HRMS are working as expected. This position also oversees the City's open enrollment period which includes scheduling and facilitating open enrollment fairs, updating new benefit plan specifications in HRMS, facilitating informational sessions for employees and processing and finalizing all benefit elections for the following year. The position administers the City's Consolidated Omnibus Budget Reconciliation Act (COBRA) program that provides continuation of health and dental benefits to active, separated and retired members. This position also coordinates IRS reporting of health plan coverage for employees and retirees to meet the Affordable Care Act (ACA) regulations including the issuance of member statements and the City's annual report. The position serves as a critical back-up to other benefit staff members, service areas and functions including special projects as requested by the Employee Benefits Director.

- 25% Administration of the Human Resources Management System (HRMS) Benefits Module Program including updating rules and processing benefit events and ensuring all technical benefit changes are completed and tested in HRMS for the City's open enrollment period. Monitor and update weekly employee eligibility files for health, dental and other benefits as warranted. Meets and coordinates with stakeholders to establish the project scope of benefits changes, system goals and requirements. Define and coordinate the execution of testing procedures, and develop test cases to serve the overall quality assurance process in HRMS. Monitors ongoing HRMS benefits system health and troubleshoots system issues as they arise working in conjunction with ITMD as needed. Supports implementing and makes recommendations for best practices for ongoing system changes to ensure ease of maintenance and HRMS system performance
- 20% Administration and oversight of the City's COBRA program including written notification to participants, timely follow-up, and issuing and processing payment statements to/from participants. Prepare quarterly COBRA adjustment reports for the Comptroller.
- 10% Implementation of the City's Annual Open Enrollment period, including planning and overseeing all open enrollment fairs, finalizing logistical details of each site, working with all benefit vendors to ensure participation and working with the Director on the benefits guide, postcard and other communication materials.
- 10% Provide support to the Employee Benefits Director regarding benefit guidelines and practices to ensure all benefit rules align in Chapter 350, Summary Plan Documents, and the Benefits Policy Manual.

- 5% Assist with ongoing change related to benefit plan administrators as contracts expire including participation in RFP issuance, evaluation of proposals and working with internal City staff (payroll and ITMD) and new vendor partners as benefits are implemented to avoid unnecessary complications and delays.
- 5% Coordinate with the city's Affordable Care Act (ACA) reporting vendor to ensure all health data is correctly collected and reported accurately to the IRS. Conducts and audits data for accuracy and troubleshoots reporting errors.
- 5% Collaborate with the benefits team and City payroll staff on policies and practices related to employee hiring data to assure adequate controls are in place for ACA reporting purposes.
- 5% Monitor open events such as employee terminations, leaves, suspensions and separations to safeguard improper administration or termination of employee benefits.
- 5% Work with the Employees' Retirement System and the Benefits Director on issues related to the life insurance benefit and the administration of retiree health benefits.
- 10% Assist Benefits Team Members with issues related to health plan, pharmacy, dental, LTD, FSA, and other benefit programs as needed. Resolve complex benefit issues with ITMD and the Comptroller's office that cause errors or issues in the HRMS system. Work with Labor Relations staff to implement changes in contracts pertaining to benefits so they are correctly administered. Work with DER staff to update benefit rate charts as warranted. Assist with DER's benefit website updates throughout the year to safeguard that constantly changing content is current and relevant to participants. Develop and test new benefit initiatives and changes in the HRMS system. Assist employees with self-service issues related to open enrollment, pay stubs, W-2s, etc. Serve as backup to the benefits team on key functions including administration of other benefit programs, answering the benefits phone line and email, staffing new employee orientation, working with vendor partners to resolve claim issues and troubleshooting employee benefit problems.

Minimum requirements include a bachelor's degree in information management, computer science, business administration or related area and two years of related professional systems analysis experience.

Analysis and Recommendation

The duties and responsibilities of this position have changed dramatically over the past several years. This position now has oversight of the PeopleSoft Human Resource Management System (HRMS) benefits module including updating rules, processing benefit events and monitoring ongoing changes related to multiple employee benefit programs. This position assists in benefits planning providing guidance on technical feasibility within the PeopleSoft system. The position works closely with ITMD, the Comptroller, payroll personnel and other benefits staff to monitor system health and trouble-shoot, implement and communicate critical changes that pertain to employee benefits. This includes making recommendations for system changes. In addition, this position develops and coordinates systems testing strategies to ensure benefits processes and HRMS are working as expected.

The level of responsibility and expertise of this position are now comparable to that of the Financial Systems Analyst in the Comptroller's Office and the Systems Analyst-Associate in the Department of Administration-Information and Technology Division. Responsibilities held by those positions include the analysis of work systems that require the creation of computer solutions, design of computer solutions, completion of the related detail work, and documentation of existing and developed solutions.

Based upon the above analysis, this report recommends reclassifying the Benefits Services Analyst in Pay Range 2EX (\$48,670 - \$63,426) to Benefits Systems Analyst in Pay Range 2GX (\$51,469 - \$72,063) with recruitment at any rate in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Current	Claims Adjuster	PR 2CN (\$39,881 - \$55,825)	One Position
Recommended	Worker's Compensation Analyst	PR 2FX (\$48,670 - \$67,616) Recruitment at any rate - DER approval	One Position

This position assists in administration and contract compliance of the Worker's Compensation process involving claims with a high degree of complexity that requires critical problem solving abilities. This position routinely conducts Worker's Compensation audits and identifies compliance issues and workflow issues; reviews and processes Duty Disability applications and reexaminations, assists in coordination of City's Safety Glasses Program; supports the subrogation and recovery efforts; and provides backup to all Bridge to Work activities and Litigation Activities. Duties and responsibilities include:

- 20% Review and audit Worker's Compensation claims activities administered by the third party administration.
- 20% Analyze claims and make determination as it relates to the State Department of Workforce Development (DWD) 102 and Chapter 350 in relationship to Worker's Compensation decisions. Direct correct actions when appropriate.
- 20% Respond to emergent claim related inquiries and provide technical support to TPA staff on complex claim issues including routine inquiries, support City investigative efforts, approving reserves and claims review.
- 15% Conduct thorough investigations identifying critical issues on Worker's Compensation claims, drawing proper conclusions and decisions, and preparing reports for examination.
- 10% Process Duty Disability Applications and reexaminations, collaborate with ERS to process these applications and protect the City of Milwaukee interest; support the Litigation Process in medical reviews, summaries, correspondence, independent medical evaluations, filings, establishing defenses, and settlement negotiations; assist in ensuring timely TPA submissions to the State of Wisconsin with the reporting guidelines as indicated in the Worker's Compensation Act; and assists with department requests for fit for duty exams, schedule evaluations, review the medical information, the job duties, and prepare the analysis and issues to be addressed by an FCE (Functional Capacity Evaluation) and/or occupational physician. Communicate findings to employing departments and coordinate return to work efforts.
- 5% Support the Bridge to Work Program (BTW): assist in evaluating employees with medical restrictions with BTW positions that can accommodate them; assist in supervising placement and participation of employees and approve payroll; maintain BTW case files, review and approve time cards, and identify issues that may need resolution; and collaborate with not-for-profit agencies within the City of Milwaukee in placing injured workers on offsite locations, fostering good will with community partners.
- 5% Coordinates the City's Safety Glasses reimbursement program.
- 5% Performs special assignments as designated by the manager and other duties as assigned.

Minimum requirements include an associate degree in health sciences or healthcare administration, business administration, or a closely related field. Three years of professional experience adjusting Worker's Compensation claims or claims analysis. Additional professional Worker's Compensation claims handling experience may be substituted for the degree on a year for year basis.

Analysis and Recommendation

When the City switched to a third party administrator (TPA) for Worker's Compensation, the positions in the Worker's Compensation Section took on new roles. Some of the specific changes that have affected the responsibilities of this position include development and implementation of the Bridge to Work Program that includes direct oversight of employees enrolled in the Program. Employees enrolled in the program remain in contact with Worker's Compensation staff and address any work, safety, employment issues. The Worker's Compensation staff review policy changes and their organizational (the Department, CorVel, the injured workers) and the legal implications as they relate to DWD state statutes. They assist with training and developing DWD staff, assist in drafting correspondence, audit files and establish protocols and clarify expectations in relationship to claims to ensure compliance with DWD and or service instructions.

As a result of the City moving to a TPA for Worker's Compensation, the duties and responsibilities of this position are now focused on the administration and contract compliance of the Worker's Compensation process and providing backup to all Bridge to Work activities and Litigation Activities. The new duties, responsibilities and requirements of this position are now at a level comparable to those of other Employee Relations and city-wide journey-level analyst

titles. In Employee Relations these positions may have responsibility for labor relations, staffing, or compensation. Throughout City government, titles at this level include Associate Auditor in the Comptroller's Office, Finance Specialist, Purchasing Agent-Senior, and Safety Specialist-Senior.

Based upon the new duties and responsibilities for this position and the above analysis, this report recommends reclassifying Claims Adjuster in Pay Range 2CN (\$39,881 - \$55,825) to Worker's Compensation Analyst in Pay Range 2FX (\$48,670 - \$67,616) with recruitment at any rate in the range with DER approval.

Current	New Position		One Position
Recommended	Paralegal	PR 5JN (\$47,095 - \$57,144)	One Position

Under the direction of the Worker's Compensation Manager, the Paralegal is responsible for providing various administrative duties in support of Worker's Compensation matters. This includes technical assistance; assistance with records management, reporting & audits, safety issues, employee relations issues, oversight of all litigation tracking activities and filing deadlines. Assist the Assistant City Attorney in the delivery of legal services and performs work of substantive legal nature under the supervisor of the Worker's Compensation Manager and Assistant City Attorney. Provides internal docketing services, file maintenance, researches issues and prepares reports and written summaries of findings on matters requiring knowledge of the legal process and procedures including the Department of Workforce Development State Statutes Chapter 102 and Worker's Compensation issues. Duties and responsibilities include:

- Execute daily Office Operations: including responsible for incoming and outgoing mail, copying projects, staffing the ACD call line, purchasing office items and request for services, assist with writing office correspondence, edit and review of materials as they relate to w/c matters, schedule meetings, coordinate training – including logistics associated with training, filing, prepare and distribute training materials to TPA or other stakeholders, process incoming invoices, petty cash requests
- Administration and oversight of the City's COBRA program including written notification to participants, timely follow-up, and issuing and processing payment statements to/from participants. Prepare quarterly COBRA adjustment reports for the Comptroller.
- Records Management: respond to inquiries for records and issue invoices for records provided to third parties, download records from electronic medical portal onto Evault scanning system and appropriately redistribute records, log receipt of records, prepare record for indexing and scanning, maintain filing systems both electronically and physically, assist with record retention schedules while ensuring confidentiality of all materials. Serve as a point of contact with respect to records request for Worker's Compensation matters under the Manager's supervision.
- Litigation Assistant: Serve as a docket clerk for all litigation, maintain spreadsheets - litigation activity, prepare reports, saving worksheets, maintain investigation checklist, document incoming and outgoing records, assist with filing deadlines, independent medical examination (IME) preparation, assist with acquiring medical records and investigative materials, addressing outstanding bills for litigation files, assist in preparing medical summaries and other litigation duties as assigned.
- Summarize claim file, legal issues, defenses, collects and organizes facts in connection with hearing preparation; investigates facts in connection with litigation cases, interviews and prepares witnesses, draft filings, assists in memoranda writing; researches and analyzes relevant court decisions, legislative documents, and public records; and may be assigned to perform special assignments and work on special projects.
- Confidential Assistant to Worker's Compensation Manager: Prepare confidential materials, proposals, reports, contract information, assist in developing and documenting office procedures/protocols – maintaining a procedure manual and updating on an ongoing basis. Updates to DWD, annual reports, assist with audit and requests for E & O (Error & Omissions) reimbursement.
- Assist with Safety Glasses Program reviews and approvals by maintaining the process and manage the workflow

- Analysis and Reports Development/Preparation. – Maintain and develop annual reports to Comptrollers, DWD, Budget Office, Common Council, and leadership including running and designing reports, conduct research and collect data
- Assist in Developing training materials, maintaining an index and routine updates of office protocols, claims protocols, litigation protocols, BTW, Safety Glasses Program, Evault & Scanning protocols, all aspects of Worker's Compensation for both internal and external stakeholders, including employee presentations, manager training, safety training, external vendors/partners, TPA, etc. This would require formatting, proofreading and copying all materials and maintaining updated information
- Provide exceptional customer service to injured workers, providers, the TPA, Office of City Attorney, internal team members, attorneys, insurance carriers, third parties, resolve inquiries/complaints by investigating the merits and prepare, collect and analyze data to enable the Program Assistant II to compose a timely response to the appropriate stake holder.
- Manage the subrogation process, which includes file assignments, tracking status, lien updates which provide timely responses to TPA and third party carriers, attorneys which will enable the City to recover the cost in relation to Workers Compensation claims. Also manage the uninsured motorist claim inquiries by the contracted attorney.
- Respond and track all CMS (Center for Medicare and Medicaid Services) inquiries for Medicare reimbursement for claims in which there may be liability under Worker's Compensation – including approving or denying request for reimbursement after a file audit and process appropriate payment approvals or denials.
- Respond to Worker's Compensation adjusting inquiries and other duties as assigned.

Minimum requirements include a bachelor's degree and a paralegal certification; two years' experience as a paralegal and/or research assistant; and two-four years of administrative support experience performing duties related to the position including extensive office management experience.

Analysis and Recommendation

Duties include auditing and identifying issues that may create liability or mitigate liability in relationship to applications for hearing. This position does a risk analysis and helps to shore up defenses in response to litigation. If claims handling missteps have occurred, they assist in taking corrective action to avoid any bad faith claims or delayed payment penalties. The position uploads filings to multiple electronic portals at the State of Wisconsin, City Attorney's office, opposing counsel and medical facilities via electronic portals. All data is properly indexed for ease of retrieval and also preserved in the Electronic Vault system. This includes all legal filings, work product and medical records in relationship to claim files. This position identifies undisclosed medical providers, assigns surveillance, does background checks in justices systems and social media platforms to determine extent of life activities impacted by the injury for claim files that are litigated with allegations of loss of earning capacity and permanent total disability claims. This extensive research (including intervening events) also help reduce costs and provide settlement talking points which have relevancy to the facts at hand. The position also assists with Legal research – case law which impacts our risk analysis, assists with legal research in State recommended and locally recommended changes (PTSD claim, etc.). This position also assists with a deluge of logistical/audit issues which require strong analytical skills and technical knowledge in addition to day to day routine operations activities.

The duties, responsibilities, and requirements of this new position are consistent with the current position of Paralegal in Pay Range 5JN (\$47,095 - \$57,144) in the Worker's Compensation Section. This report therefore recommends this new position be classified as a Paralegal.

Current	Benefits Services Specialist II	PR 5HN (\$45,013 - \$51,408)	Two Positions
Recommended	Benefits Services Specialist	PR 5IN (\$46,347 - \$54,669) Recruitment at \$47,779	Two Positions

These positions in the Medical Benefits Section perform the administrative and membership coordination (including waivers of coverage) for the HCM (human capital management) benefits administration for health/pharmacy and dental benefits for active employees and their dependents including various agencies under an intergovernmental agreement with the City of Milwaukee (HACM, RACM, MEDC and Wisconsin Center District). Each position ensures that no health/dental benefits coverage gap exists for employees entering city employment or retirement and are responsible for conducting new employee orientation and providing the employee benefits overview. The positions monitor and execute periodic adjustments to payroll to accurately reflect enrollment changes in health/dental benefits for employees as well as monitor/perform pension adjustments for retirees as needed. The positions also oversee the Commuter Value Pass (CVP) Program and help enroll employees and provide information about the program. The positions serve as the lead coordinators for the reporting of health benefits information for the Affordable Care Act (ACA) and complete health verification for social security administration and state child support. The positions assist with the City's open enrollment period and the various events and duties pertaining to that function. The positions provide customer support and assists with claim inquiries, issues and general questions through the benefits customer support line and email account and serve as a backup customer service representative (along with other employees) for DER's front reception. Duties, responsibilities, and requirements include the following:

- 15% Provide customer service information regarding health, dental, wellness and other benefits as needed, including assisting employees with issues pertaining to health and dental claims and/or enrollment through the DER benefits phone line and email account.
- 10% Prepare and review administrative and membership reports for health and dental carriers including additions, deletions, and changes.
- 10% Maintain employee health and dental history files on HCM ensuring accurate information is maintained through changes in employment and changes that result from qualifying events of various members including monitoring eligibility error reports for various carriers.
- 10% Determine and approve dependent eligibility including distribution and collection of appropriate change forms, including health verification for social security administration and state child support.
- 10% Serves as a part of the team that conducts new employee orientation and provides the employee benefits overview.
- 10% Work with the City's ACA vendor to ensure all health data is collected and reported accurately for ACA reporting purposes. Work with the Benefits team on policies and practices regarding employee hiring data to ensure adequate controls are in place for ACA reporting purposes.
- 10% Monitor pension enrollments in HRMS to identify system glitches and manually enter corrections to ensure members maintain the correct enrollment status. Provide backup to Cobra enrollment as needed and other duties as assigned. Assist as needed with PeopleSoft/HCM testing/production environment files when upgrades or changes to the system are made.
- 5% Serve as a Wellness Champion for the City's Comprehensive Wellness program to help communicate and educate employees on the various components and benefits of the program; and assist with scheduling various Wellness events/programs as needed.
- 5% Work in conjunction with the City's health benefits administrator to ensure social security number information is gathered for all members enrolled in the City's health benefits.
- 5% Perform bi-weekly payroll adjustments for healthcare and dental program to reflect changes in enrollment in each respective program.
- 5% Oversee, enroll and provide information to employees regarding the CVP Program.
- 5% Assist with the City's open enrollment events including support at open enrollment fairs, associated mailings, confirmation letters, and other related administrative work.

Minimum requirements include an associate's degree in human resources, business management, accounting, or related field; and a minimum of three years related experience.

Analysis and Recommendation

These two positions coordinate and administer Health and Dental Benefits Health/Pharmacy and Dental benefits for active employees and their dependents including various agencies under an intergovernmental agreement with the City of Milwaukee (HACM, RACM, MEDC and Wisconsin Center District). They work closely with the health and dental carriers and maintain important employee health, dental, and other benefit history files on HRMS; determine and approve dependent eligibility; and provide customer service information regarding health, dental, wellness and other benefits as needed. The administration of health and benefit information is a significant and complex area of operation within the Employee Benefits Division.

The work of the Benefits Services Specialist and Human Resources Assistants within Employee Relations blend paraprofessional and professional human resources duties with administrative work and serves as an entry-level title to the field of employee benefits and human resources. The work of this title supports a significantly complex program or area of operation. These positions require an extensive knowledge of technical and/or administrative information. They also analyze information, draw conclusions, and make recommendations; have extensive responsibility for the complex program or area of operation; and communicate with other City personnel and the public. As such, these positions share a comparable level of responsibility to the Human Resources Assistants within Employee Relations. They are in Pay Range 5IN (\$46,347 - \$54,669) with a recruitment rate of \$47,779.

Based upon this analysis this report recommends these two Benefits Services Specialist II positions in Pay Range 5HN (\$45,013 - \$51,408) be reclassified as Benefits Services Specialists in Pay Range 5IN (\$46,347 - \$54,669) with a recruitment rate of \$47,779.

Operations Division

Current	Certification and Salary Systems Administrator	PR 1EX (\$58,462) - \$81,844)	One Position
Recommended	Workforce Planning and Certification Supervisor	PR 1EX (\$58,462) - \$81,844) Recruitment at any rate - DER/Finance Chair approval	One Position

The Workforce Planning and Certification Supervisor performs strategic planning and monitoring relative to vacancies within general City employment by creating and producing reports regarding vacancies, EEO (Equal Employment Opportunity) statistics, anticipated retirements, attrition and other factors related to retention, succession planning and recruitment. This supervisor oversees all functions relative to certification and pre-employment placement as well as related recordkeeping. Duties, responsibilities, and requirements include the following:

- 40% Create reports and monitor functions relative to vacancies and workforce planning within general City employment; meet regularly with departments to create, execute and update workforce development plans related to retention, succession planning and recruitment. Create and implement related policies and procedures. Coordinate closely with Staffing Division HR Representative and Analysts to engage them in workforce planning activities and to ensure they have related reports and projections. Develop and provide training regarding running workforce planning reports; develop and provide training to customer departments on topics related to workforce planning, including succession planning, retention and recruitment strategies. Serve as the quality control and functional expert on Position Control Management.
- 20% Serve as the subject matter expert for questions related to certification of new hires, reinstatement, transfers, provisional and temporary appointments, maintenance of eligible lists, referrals to hiring departments and pre-employment activities (i.e. medical exams, drug screens and I-9 compliance); ensure that hiring activities are completed in compliance with Civil Service Rules and applicable state and federal laws. Evaluate and approve, when appropriate, IV-6 and IV-9 requests; create career paths relative to promotions. Direct placements of employees participating in the Disabled Employee Placement Program (DEPP). Counsel and mentor managers relative to new hires and the related processes. Assist with Career

- Advancement model administration, particularly pertaining to minimum requirements. Ensure all record-keeping is performed in a confidential manner as required and retention schedules are followed.
- 15% Oversee the activities of the Certification staff, including maintaining eligible lists and sending referrals, maintaining reinstatement lists and all related tracking. Ensure all activities are performed in compliance with the Rules of the City Service Commission and state statutes.
 - 15% Oversee pre-employment and front counter staff and activities, including medical exams, drug screens and I-9s; ensure all activities are performed in a manner consistent with state and federal laws. Oversee New Employee Orientation.
 - 5% Create and implement policies and procedures relative to recruitment, selection and other staffing issues; perform selection processes as needed to adhere to Staffing Division timeline for completion. Assist with performance and other test administration and presentations as a member of the Staffing Division.
 - 5% Review probationary reports and disciplinary actions; intervene and counsel managers as needed.

Minimum requirements include a bachelor's degree in human resources management, industrial relations, education, psychology, business administration, finance, management, public administration, or a related field from an accredited college or university; and four years of progressively responsible experience performing duties related to selection and workforce planning.

Analysis and Recommendation

Within the Staffing Division, the Workforce Planning and Certification Supervisor focuses on the City's succession planning and recruitment strategies by partnering with the Human Resources Representatives responsible for recruiting and testing applicants and with the City department hiring manager. The position monitors vacancies within City departments, anticipates retirements, and researches other factors related to retention. The position serves as the supervisor of employees involved with pre-employment, onboarding, and the certification of eligible candidates to fill vacancies. The position serves as the subject matter expert for questions related to certification of new hires, reinstatements, transfers, provisional and temporary appointments; maintenance of eligible lists; referrals to hiring departments; and pre-employment activities. The position ensures that hiring activities are completed in compliance with Civil Service Rules and applicable state and federal laws.

Before the DER reorganization, the Certification and Salary Systems Administrator had responsibility for operations and staff in both the Certification and Pay Services workgroups. Over the past 10 years the volume of work in both the Staffing and Compensation Sections has increased as a result of retirements, higher turnover, as well as the difficulty in recruiting candidates with the current rates within the City's pay structure. As a result, the DER reorganization creates two distinct workgroups led by a Workforce Planning and Certification Supervisor and a Pay Services Supervisor. These two new titles will better reflect the focus of these two positions plus their supervisory responsibility.

Based upon these changes to duties and responsibilities this report recommends reclassifying the position of Certification and Salary Systems Administrator in Pay Range 1EX (\$58,462 - \$81,844) to Workforce Planning and Certification Supervisor in Pay Range 1EX (\$58,462 - \$81,844) with recruitment flexibility at any point in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Current	Human Resources Representative	PR 2HX (\$54,865 - \$76,806) Recruitment at any rate - DER/Finance Chair approval	One Position
Recommended	Pay Services Supervisor	PR 1EX (\$58,462) - \$81,844) Recruitment at any rate - DER/Finance Chair approval	One Position

This position is responsible for overseeing and managing the Pay Services team; and overseeing the integrity of the City's HCM system, which includes compliance with City Ordinances, policies, Chapter 350, active unions, as well as state and federal compensation laws. Duties, responsibilities, and requirements include the following:

- Upholds the security and confidentiality of documents and data within area of responsibility.
- Partners with the DER Human Resources Manager on the creation, and revision to Career Advancement Models within City Departments.
- Researches, compiles, and analyzes market pay practices, as well as wage/salary data to identify industry trends and recommend changes to compensation policies and program. This includes cost projections.
- Partners with the Human Resources Manager in the development, review, implementation and administration of new/revised compensation programs.
- Assists with any required communication and change management related to the administration of current plans, or the revision, or creation of new compensation programs.
- Oversees and manages workload and structure of Pay Services to maximize accuracy and efficiencies internally and throughout the City with regard to HCM.
- Manages compliance with internal audits related to the City's bi-weekly payroll ensuring departments are adhering to City Ordinances, policies, procedures, state and federal regulations, and unions.
- Oversees maintenance and data integrity of City's pay administration function specific to HCM entries.
- Oversees and manages HCM system implementations, tests and upgrades.
- Ensures Pay Services team is trained to meet established service standards; and cross trains team members to promote flexibility and adaptability, and to limit process failures.
- Partner with key individuals across all departments to develop a vision for the future state of the City's HRIS/Payroll process. Provide direction regarding strategy, systems, and departmental collaboration.
- Establish and maintain strong relationships with business leaders throughout the organization.
- Assists in calculating pay rates, benefit service dates, years of service credit, seniority, residency and/or other salary and/or benefit information as needed.
- Researches employment history as requested by the Employee's Retirement System and others as needed.
- Develops and maintains auditing methods including excel tables, proper documentation, authorizations and/or certifications to ensure accuracy and data integrity of HRIS/HCM transactions
- Audits and validates daily timekeeping entries. Partners with appropriate Payroll, HR and/or departmental representative(s) on resolving problematic HCM entries.
- Provides guidance and direction for city payroll personnel, managers and employees in making accurate entries in the HCM system, and contacts appropriate parties within appropriate department to make corrections to entry errors. In special circumstances this position has authority to correct entry errors.
- Facilitates on-line, and in person training regarding the administration of the City's policies and procedures as related to pay administration, pay progression, career advancement models, as related to the City's HRIS/HCM system.
- Provides support to, as well as consults with City department staff, and the HRIS Analyst in the functional application/maintenance of City pay practices including career advancement model implementation and advancement, recruitment matrices, merit based pay progression, and mass rate changes.
- Partners with Pay Services on design and implementation of process improvements to the HRIS/HCM system.

Minimum requirements include a bachelor's degree in computer science, human resources, or related field; and a minimum of four years of experience as an HR professional with experience specific to HRIS, payroll, and compensation. Previous supervisory experience is preferred.

Analysis and Recommendation

Within the Compensation Division, the Pay Services Supervisor is responsible for overseeing and managing the Pay Services team. This involves overseeing the workload and structure of Pay Services to maximize accuracy and efficiencies internally and throughout the City with regard to HCM. The position manages compliance with internal

audits related to the City’s bi-weekly payroll ensuring departments are adhering to City Ordinances, policies, procedures, State and Federal Regulations, as well as Unions where applicable. The position partners with the Human Resources Manager on the creation and revision of Career Advancement Models with City Departments; and provides support to, as well as consults with City department staff, and the HRIS Analyst in the functional application/maintenance of City pay practices including Career Advancement Model implementation, advancement and recruitment matrices, merit based pay progression, and mass rate changes. The position also researches, compiles, and analyzes market pay practice, as well as wage/salary data to identify industry trends and recommends changes to compensation policies and programs.

As mentioned previously, prior to the DER reorganization, the Certification and Salary Systems Administrator had responsibility for operations and staff in both the Certification and Pay Services workgroups. With the creation of distinct supervisors for the Pay Services and Certification workgroups these two supervisors will perform work at comparable levels.

Based upon the duties and responsibilities described above this report recommends reclassifying the Human Resources Representative in Pay Range 2HX (\$54,865 - \$76,806) to Pay Services Supervisor in Pay Range 1EX (\$58,462 - \$81,844) with recruitment at any rate in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Current	Human Resources Analyst-Senior	PR 2FX (\$48,670 - \$67,616) Recruitment at any rate with DER approval	One Position
Recommended	Human Resources Representative	PR 2HX (\$54,865 - \$76,806) Recruitment at any rate - DER/Finance Chair approval	One Position

This position provides a full range of professional personnel services to City departments, employees, and the public in meeting all facets of City departments’ human resources needs. The primary focus of this position is the classification and compensation of City of Milwaukee positions. Duties, responsibilities and requirements include the following.

- 50% Study new and existing jobs for proper classification. Prepare logical, well researched and substantiated recommendation reports for the City Service Commission, Fire and Police Commission and the Finance and Personnel Committee.
- 20% Perform market pay studies for job classifications.
- 10% Provide guidance and information concerning pay and benefits to DER staff, departments and employees.
- 10% Assist customer departments in implementing the compensation impacts of classifications, reorganizations and job restructuring.
- 10% Research and recommend rule changes, policies, guidelines and procedures as related to the City Service Commission and Salary Ordinance; and represent DER before the City Service Commission, Fire and Police Commission and the Finance and Personnel Committee..

Within DER there is career advancement model for human resources positions as shown below.

Human Resources Analyst	PR 2DN	\$42,500 - \$59,498
Human Resources Analyst-Senior	PR 2FX	\$48,670 - \$67,616
Human Resources Representative	PR 2HX	\$54,865 - \$76,806

Human Resources positions assigned to Staffing, Compensation, and Labor Relations/Compliance perform specialized work within those functional areas. At the senior level they are expected to have two years of experience performing the duties related to their positions in addition to a Bachelor’s Degree with a major in Human Resources, Industrial Relations, Education, Psychology or related field. Equivalent combinations of education and experience may be considered. Supervision and guidance is provided on a regular basis until employees have achieved

proficiency and developed an advanced understanding of civil service regulations and applicable state and federal employment laws.

When promoted to the Human Resources Representative level employees are expected to perform independent analyses of complex human resources issues within their area of expertise and across the field of human resources.

Changing the authority of the position from Human Resources Analyst-Senior to Human Resources Representative will bring the position in conformance with other professional positions in the Department and, most importantly, reflect the position's ultimate actual level of duties and responsibilities. It will also allow the career progression for this job series to function as intended.

It is therefore recommended that one position of Human Resources Analyst-Senior in Pay Range 2FX (\$48,670 - \$67,616) be reclassified to Human Resources Representative in Pay Range 2HX (\$54,865 - \$76,806) with recruitment at any point in the range with DER and the Chair of the Committee on Finance and Personnel approval.

Current	Program Assistant I	PR 5EN (\$40,501 - \$46,724)	One Position
Recommended	Program Assistant II	PR 5FN (\$40,516 - \$48,248) Recruitment at \$42,539	One Position

As part of a two-person team in DER's Test Administration Unit, this position is responsible for the scheduling, preparation, and monitoring of civil service written and performance exams. This includes test administration (written and performance tests), scoring, and candidate communication. This position also monitors vacancies within non-sworn positions and maintains metrics related to selection timeframes and quality. Duties and responsibilities include:

- 30% Score and verify scores for civil service written, structured interview, performance, and training and experience examinations; enter and review all entries of scores and any information regarding the disposition of applicants into the JobAps test management and applicant tracking system; and email rejection, examination date and results notices to candidates.
- 25% Locate candidate conviction records using the databases available to Staffing Services and prepare and route the conviction review sheet; determine and apply veteran's preference points to candidates scores based on CSC Rules; check applicant records for requests for test accommodations and document requests; administer tests requiring accommodations; review examination scores and application information prior to finalizing eligible list; and check applications for prior City employment.
- 20% Monitor general City and non-sworn vacancies by tracking requisitions; track all timeframe and quality metrics for staffing division testing; review archived records and make additions and deletions based on specific requests; assist in administering and compiling job analysis questionnaires and responses; and run reports from the position management system and ensure the analysts are aware of the status of vacancies for customer departments.
- 10% Perform clerical support to the testing unit, including making copies, receiving and sending faxes and creating and updating files. Run applicant and examination related reports using the JobAps test management and applicant tracking system.
- 10% Schedule, administer, and monitor written and performance civil service examinations.
- 5% Serve as back up for Testing Administrator in his/her absence and serve as back up to the Certification Section to prepare and send out eligible list survey letters/abolish letters to candidates.

Minimum requirements include an associate degree in human resources management, business management or a related field and three years of experience providing programmatic support to a human resources function or comparable business function such as payroll, employee relations, benefits or leave administration.

Analysis and Recommendation

The quality, efficiency, confidentiality and security of candidate information as well as the examination materials rests to a large extent with this position. The position works closely with the Human Resources Representatives responsible for the various selection processes and ensures that the administrative coordination of recruitment efforts, examination materials production, applicant interviews, and applicant communications run smoothly. This requires attention to detail, understanding of applicable civil service rules, and the ability to comply with testing standards and best practices. This position is expected to initiate new work projects and improve processes on a regular basis. The consequence of error given these responsibilities is serious and requires the incumbent to exercise prudent judgement in protecting the integrity of examination processes as well as the identity of the candidates and their information. The addition of recruitment related responsibilities require this position to partner with the Diversity Recruiter in mapping out and implementing recruitment activities in support of diversity and inclusion initiatives.

The recommended level of Program Assistant II in Pay Range 5FN (\$40,516 - \$48,248 with recruitment at \$42,539 is defined as performing a variety of duties and responsibilities to support a program or area of operations within a City department. The hallmark of the II level is the analysis of information, in contrast to gathering or compiling information. In analyzing information, the employee is required to draw conclusions and make recommendations from information presented. This position is responsible for the scheduling, preparation, and monitoring of civil service written and performance exams. This includes test administration, scoring, and candidate communication. This position also monitors vacancies within non-sworn positions and maintains metrics related to selection timeframes and quality. The Program Assistant II classification requirements include four years of office experience performing duties related to the occupational area to which the position is assigned, with at least one year of experience at the Office Assistant III level or above. The knowledge and skills required are equivalent to a bachelor's degree.

Based upon this analysis, this report recommends reclassifying one position of Program Assistant I in Pay Range 5EN (\$40,501 - \$46,724) to Program Assistant II in Pay Range 5FN (\$40,516 - \$48,248) with recruitment at \$42,539.

Action Required – Effective Pay Period 22, 2020 (October 18, 2020)

In the Salary Ordinance

Under Pay Range 1EX:

- Add the title 'Benefits and Wellness Supervisor (3) (17)'
- Add the title 'Pay Services Supervisor (3) (17)'
- Add the title 'Workforce Planning and Certification Supervisor (3) (17)'
- Delete the title 'Certification and Salary Systems Administrator'

Under Pay Range 2CN:

- Delete the title 'Claims Adjuster'

Under Pay Range 2EX:

- Delete the title 'Benefits Services Analyst'

Under Pay Range 2FX:

- Delete the title 'Claims Adjuster Specialist'
- Add the title 'Worker's Compensation Analyst (5) (11)'

Under Pay Range 2GX:

- Add the title 'Benefits Systems Analyst (3) (13)'

Under Pay Range 2HX:

Delete the title 'Benefits and Wellness Coordinator (4) (9)'

Delete the title 'Employee Assistance and Resource Coordinator'

Add the title 'Worker's Compensation Specialist (4) (9)'

Under Pay Range 2IX:

Add the title 'Employee Assistance and Resource Coordinator (5) (10)'

Under Pay Range 2FX:

Delete the title 'Claims Adjuster Specialist'

Add the title 'Worker's Compensation Analyst (5) (11)'

Under Pay Range 5FN:

Delete the title 'Benefits Services Specialist I'

Under Pay Range 5HN:

Delete the title 'Benefits Services Specialist II'

Under Pay Range 5IN:

Add the title 'Benefits Services Specialist (1) (10)'

In the Positions Ordinance

Under the Department of Employee Relations, Employee Benefits Division:

Delete one position 'Benefits and Wellness Coordinator'

Add one position 'Benefits and Wellness Supervisor'

Under the Department of Employee Relations, Employee Benefits Division, Medical Benefits Section:

Delete one position 'Benefits Services Analyst'

Add one position 'Benefits Systems Analyst'

Delete two positions 'Benefits Services Specialist II'

Add two positions 'Benefits Services Specialist'

Under the Department of Employee Relations, Operations Division, Staffing and Certification Services:

Delete one position 'Workforce Planning and Certification Coordinator'

Add one position 'Workforce Planning and Certification Supervisor'

Delete one position 'Program Assistant I'

Add one position 'Program Assistant II'

Under the Department of Employee Relations, Operations Division, Compensation and Pay Services:

Delete one position 'Salary Administration Coordinator'

Add one position 'Pay Services Supervisor'

Prepared by: Andrea Knickerbocker

Andrea Knickerbocker, Human Resources Manager

Reviewed by: Maria Monteagudo

Maria Monteagudo, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A **Date** 9/12/2020 **File Number** 200468 **Original** **Substitute**
Subject Communication From the Department of Employee Relations relating to the classification studies scheduled for the September 15, 2020 City Service Commission Meeting.

B **Submitted By (Name/Title/Dept./Ext.)** Sarah Trotter / Human Resources Representative / Employee Relations / x2398

C **This File**

- Increases or decreases previously authorized expenditures.
- Suspends expenditure authority.
- Increases or decreases city services.
- Authorizes a department to administer a program affecting the city's fiscal liability.
- Increases or decreases revenue.
- Requests an amendment to the salary or positions ordinance.
- Authorizes borrowing and related debt service.
- Authorizes contingent borrowing (authority only).
- Authorizes the expenditure of funds not authorized in adopted City Budget.

D **Charge To**

- Department Account
- Capital Projects Fund
- Debt Service
- Other (Specify) _____
- Contingent Fund
- Special Purpose Accounts
- Grant & Aid Accounts

	Purpose	Specify Type/Use	Expenditure	Revenue
E	Salaries/Wages		\$0.00	\$0.00
			\$0.00	\$0.00
	Supplies/Materials		\$0.00	\$0.00
			\$0.00	\$0.00
	Equipment		\$0.00	\$0.00
			\$0.00	\$0.00
	Services		\$0.00	\$0.00
			\$0.00	\$0.00
	Other		\$0.00	\$0.00
			\$0.00	\$0.00
	TOTALS		\$ 0.00	\$ 0.00

F

Assumptions used in arriving at fiscal estimate. Please see attached spreadsheet. _____

G

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

1-3 Years 3-5 Years _____

1-3 Years 3-5 Years _____

1-3 Years 3-5 Years _____

H

List any costs not included in Sections D and E above. _____

I

Additional information. _____

J

This Note Was requested by committee chair.

**Department of Employee Relations
Fiscal Note Spreadsheet**

City Service Commission Meeting of September 15, 2020
Finance and Personnel Committee Meeting of September 16, 2020

NEW COSTS FOR 2020											
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal	
1	Employee Relations	Benefits and Wellness Coord	2HX	Benefits and Wellness Supervisor	1EX	\$71,248	\$76,235	\$959	\$134		\$1,093
1	Employee Relations	Employee Asst & Resource Coord	2HX	Employee Assistance & Resource Coord	2IX	\$71,139	\$76,119	\$958	\$134		\$1,092
1	Employee Relations	Claims Adjuster-Specialist	2FX	Workers Compensation Specialist	2HX	\$64,017	\$68,498	\$862	\$121		\$982
1	Employee Relations	Benefits Services Analyst	2EX	Benefits Systems Analyst	2GX	\$67,058	\$71,752	\$903	\$126		\$1,029
1	Employee Relations	Claims Adjuster	2CN	Workers Compensation Analyst	2FX	\$57,500	\$61,525	\$774	\$108		\$882
1	Employee Relations	New Position - Prog Asst I	5EN	Paralegal*	5JN	\$40,501	\$47,095	\$1,268	\$221		\$1,489
1	Employee Relations	Benefits Services Specialist II	5HN	Benefits Services Specialist	5IN	\$47,291	\$49,655	\$455	\$79		\$534
1	Employee Relations	Benefits Services Specialist II	5HN	Benefits Services Specialist	5IN	\$45,013	\$47,779	\$532	\$93		\$625
1	Employee Relations	Certification & Salary Systems Adm	1EX	Workforce Planning & Cert Sup	1EX	N/A	N/A	N/A Recruitment Change Only			
1	Employee Relations	Human Resources Representative	2HX	Pay Services Supervisor	1EX	\$76,806	\$81,844	\$969	\$136		\$1,104
1	Employee Relations	Human Resources Analyst-Senior	2FX	Human Resources Representative*	2HX	N/A	N/A	NA Position being Underfilled			
1	Employee Relations	Program Assistant I	5EN	Program Assistant II	5FN	\$42,145	\$44,253	\$405	\$71		\$476
12								\$8,084	\$1,224		\$9,308

Assume effective date is Pay Period 22, 2020 (October 18, 2020).

*This position was included as a new position of Program Assistant I in the 2020 budget but based on duties and responsibilities we are recommending the Paralegal classification.

**This position is being underfilled so there will be no additional cost in the next two years.

NEW COSTS FOR FULL YEAR											
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal	
1	Employee Relations	Benefits and Wellness Coord	2HX	Benefits and Wellness Supervisor	1EX	\$71,248	\$76,235	\$4,987	\$698		\$5,685
1	Employee Relations	Employee Asst & Resource Coord	2HX	Employee Assistance & Resource Coord	2IX	\$71,139	\$76,119	\$4,980	\$697		\$5,677
1	Employee Relations	Claims Adjuster-Specialist	2FX	Workers Compensation Specialist	2HX	\$64,017	\$68,498	\$4,481	\$627		\$5,108
1	Employee Relations	Benefits Services Analyst	2EX	Benefits Systems Analyst	2GX	\$67,058	\$71,752	\$4,694	\$657		\$5,351
1	Employee Relations	Claims Adjuster	2CN	Workers Compensation Analyst	2FX	\$57,500	\$61,525	\$4,025	\$564		\$4,589
1	Employee Relations	New Position - Prog Asst I	5EN	Paralegal*	5JN	\$40,501	\$47,095	\$6,594	\$1,151		\$7,745
1	Employee Relations	Benefits Services Specialist II	5HN	Benefits Services Specialist	5IN	\$47,291	\$49,655	\$2,364	\$413		\$2,777
1	Employee Relations	Benefits Services Specialist II	5HN	Benefits Services Specialist	5IN	\$45,013	\$47,779	\$2,766	\$483		\$3,249
1	Employee Relations	Certification & Salary Systems Adm	1EX	Workforce Planning & Cert Sup	1EX	N/A	N/A	N/A Recruitment Change Only			
1	Employee Relations	Human Resources Representative	2HX	Pay Services Supervisor	1EX	\$76,806	\$81,844	\$5,038	\$705		\$5,743
1	Employee Relations	Human Resources Analyst-Senior	2FX	Human Resources Representative*	2HX	N/A	N/A	NA Position being Underfilled			
1	Employee Relations	Program Assistant I	5EN	Program Assistant II	5FN	\$42,145	\$44,253	\$2,108	\$368		\$2,476
12								\$42,037	\$6,362		\$48,399

Totals may not be to the exact dollar due to rounding.