



Department of Employee Relations

September 21, 2001

John O. Norquist
Mayor

Jeffrey Hansen
Director

Florence Dukes
Deputy Director

Frank Forbes
Labor Negotiator

Michael Brady
Employee Benefits Manager

To the Honorable
The Committee on Finance and Personnel
Common Council
City of Milwaukee

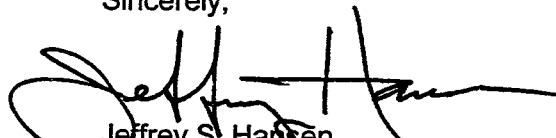
Dear Committee Members: Re: Common Council File Number 010561

The following reclassification was approved by the Board of Fire and Police Commissioners on September 20, 2001.

In the Police Department, one vacant position of Police Sergeant (Garage), Pay Range 831, was reclassified to Fleet Maintenance Supervisor, Salary Grade 005.

The job evaluation report containing the necessary Salary and Positions Ordinance amendments is attached.

Sincerely,



Jeffrey S. Hansen
Employee Relations Director

JSf:pb

Attachments: Job Evaluation Report
 Fiscal Note

c: Chief Arthur Jones, Valarie Watson, Joseph Czarnetzki, Frank Forbes, Laura Engan, and
 Konrad Ellenberger

JOB EVALUATION REPORT

Fire and Police Commission Meeting Date: September 6, 2001 (Report held until the Sept. 20, 2001 meeting.)

Incumbent: VACANT Department: POLICE

Present	Request
Title: Police Sergeant (Garage)	Title: Fleet Maintenance Supervisor
Pay Range: 831 (\$43,859-\$53,237) 2000	Salary: Study position
Step: N/A	Source: N/A
Recommendation: Title : Fleet Maintenance Supervisor Salary: 005 (\$39,983 - \$55,979) 2001	
Rationale: For many years the operations of the Police Administration Garage have been supervised by a sworn police sergeant. However, the duties of this position have increased and have become more complex and specialized over the years. Efficient performance requires broad automotive knowledge and experience that is more typically obtained by recruitment of civilian applicants. Because this position will not be called upon to perform duties associated with those of sworn police classifications, there is no need to fill the position with a sworn police officer. In addition civilianizing the position will achieve cost savings.	
History: The position of Police Sergeant (Garage) was studied in 1956.	

Action Required:

In the Salary Ordinance under Salary Grade 005 add the title "Fleet Maintenance Supervisor".

In the Positions Ordinance under Police Department, Administration/Services Decision Unit, Maintenance Services Section, delete the title "Police Sergeant (Garage)" and add the title "Fleet Maintenance Supervisor".

Background:

In October, 2000, we received a request to reclassify the vacant position of Police Sergeant (Garage) to a civilian management position. Interviews and discussions were held with Gordon Gregg, Buildings and Fleet Maintenance Manager

and Personnel Administrator Valarie Watson.

The position under study has been filled for many years with a sworn supervisor. However, the basic functions of this position require an individual with a combination of broad automotive knowledge and supervisory and relationship-building skills and experience - not direct law enforcement experience. This type of background is more commonly found among a civilian applicant pool. Because this position will not be called upon to perform duties associated with those of sworn classifications, there no longer is a need to fill it with a sworn police officer. Civilianizing the position will achieve cost savings and will permit recruitment from a broader applicant pool.

Duties and Responsibilities:

The basic function of the position is to manage the maintenance and repair of the Police Department vehicular fleet in an efficient and cost-effective manner, to manage the operation of the Police Administration Building (PAB) garage and to supervise personnel assigned to the PAB garage. Specific duties and responsibilities include the following:

- 55% Responsible for the maintenance and repair of the Police Department fleet. Procure parts, equipment and graphics for set-up of new vehicles. Maintain inventory of equipment for servicing existing vehicles. Evaluate vehicles for repair, replacement or dismantling and initiate requisitions for purchase or repair as needed. Initiate and coordinate repairs with Buildings and Fleet repair section and with private vendors; review work done, audit charges and resolve problems. Maintain scheduling of required preventive maintenance, portering, licensing, emissions and speedometer testing and distribution of gas to all district stations; ensure compliance with various federal and local vehicular standards.
- 35% Supervise personnel assigned to garage and fleet maintenance operations. Maintain schedule for day shift personnel, ensuring adequate personnel to operate garage efficiently. Enforce rules and procedures, recommend discipline for violations of same.
- 5% Chauffeur police personnel, dignitaries and guests as required by command staff.
- 5% Responsible for maintenance of required fleet records.

Evaluation of factors:

The City uses a formal qualitative factor comparison system to evaluate (classify)

management positions. This system requires that each management position be compared to all other positions with regard to these job evaluation factors:

· Impact and Accountability	Weighted 45%
· Knowledge and Skill	Weighted 35%
· Relationships Responsibility	Weighted 15%
· Working Conditions	Weighted 05%

The actual process used by the job analyst is one of careful comparison and contrast of the position under study and related positions on a "factor-by-factor" basis. The other positions used as a basis for comparison usually include those slightly higher and lower in salary grade, those in the same occupational group, and those in the same department as the position under study. Once appropriate comparisons have been made, the job analyst makes a judgement as to the appropriate level to be assigned in each of the four factors. A corresponding number of points are subsequently assigned according to a predetermined chart, which then translates into a salary grade once all of the points have been added.

Analysis:

There are several supervisory series within the City work force that contain positions comparable to that of the position under study. Based on the breakdown of responsibility areas for this position, those that provide the best basis for comparison are the Building Maintenance Supervisor and Automotive Mechanic Supervisor series. However, supervisory positions within Water Distribution and Forestry have also been considered in order to provide a more complete set of comparable positions.

Within the Automotive Mechanic Supervisor series, the I-level (Salary Grade 003) traditionally was filled by a less experienced person and was assigned to the second shift. Although a few I-level positions exist, the trend has been to classify the first-line automotive supervisor at the II-level (Salary Grade 005) due to the similarity of the positions and the departments' desire for more flexibility in transfer and assignment. For this reason the I-level was considered too low for comparison with the position under study. By contrast the Automotive Mechanic Supervisor III (Salary Grade 008) appears substantially higher than the position under study. The Automotive Mechanic Supervisor III is a higher level manager in charge of two or more distinct repair functions at multiple locations. The III-level also supervises two lower levels of supervisory personnel (first-line and assistant supervisor). Thus, the most comparable position within the Automotive Mechanic Supervisor series appears to be the II-level position.

There are two levels within the Building Maintenance Supervisor series: Building Maintenance Supervisor I and II. Although the Building Maintenance Supervisor I title was more common in the past, currently it exists only as an auxiliary position in the Police Department. Over time Building Maintenance Supervisor II has become the standard title for first-line maintenance supervisory positions, and for that reason has

been chosen as a comparable of the position under study

Two supervisory positions in Water Distribution have been used as comparables: Water Distribution Supervisor I (Salary Grade 004) and Water Distribution Supervisory II (Salary Grade 006). The first-line supervisory position within Forestry, Urban Forestry Supervisor, has also been included among the comparables.

Summaries of the duties and responsibilities of the comparable positions are as follows:

Automotive Mechanic Supervisor II

This is one of eight first-line supervisory positions within Buildings and Fleet. Each of these positions directs the work of approximately 10 to 18 vehicle service technicians, garage attendants, lubricators and various skilled craft positions employed in the maintenance and repair of the City's fleet of 2800 vehicles and 1200 equipment pieces. Incumbents in these positions work on first and second shift and on all shifts during snow removal operations. These positions direct job layout, establish work procedures, inspect work in progress and approve repairs. They make recommendations on hiring, discipline and handle first step grievances. The minimum requirement for this job is five years in major automotive repair or maintenance, two years of which must include supervisory or management responsibility for such repair/maintenance activities.

Building Maintenance Supervisor II

This is a first-line supervisory position in the Police Department. Each of these positions manages and supervises the work of approximately fifteen Custodial Workers, HV/AC Mechanics, Maintenance Mechanics, Garage Attendants and Police Officers employed in the maintenance/repair of the Police Department's Administration Building, 6 district stations, satellite stations and evidence warehouse. Incumbents may be assigned to any shift as the Police Department is a 24/7 operation and provide backup duty to the Assistant Maintenance Manager position. Minimum requirements include five years building maintenance management experience, two years of which must include supervisory or management responsibility in this area.

Water Distribution Supervisor I

This is one of eleven first-line supervisory positions distributed over two districts covering the City of Milwaukee. Each of these positions directs the activities of approximately 5 crews of between 2 and 5 workers and from 3 to 5 employees working on individual projects. These crews maintain and repair water mains to provide a safe water supply and water for fire protection. Incumbents of this position are on call 24 hours per day and regularly are called out under adverse working conditions. Incumbents of this position ensure that work is performed in compliance with the rules and procedures of the department, safety standards and labor contracts. In addition each Water Distribution Supervisor has unique

assignments relating to areas such as safety equipment distribution and record-keeping, vehicle repairs, lawn restoration, training and committee work. The minimum requirements for this job are two years experience in operation of a water distribution system or construction-related field operations, knowledge of hydraulics, water quality and safety and supervisory ability.

Water Distribution Supervisor II

There is one position in each of the two districts covering the City of Milwaukee. The main responsibility of these positions is to supervise emergency and non-emergency repairs of the water distribution system. These are higher level supervisory positions with responsibility for about 35 workers and 5 first-line supervisors. They assist in policy development and implementation and investigate and respond to citizen complaints and service requests. The minimum requirements are three years experience in supervision of a water distribution system and knowledge of underground construction practices, equipment, safety, hydraulics and personnel and equipment scheduling practices. A four-year degree in engineering is desirable.

Urban Forestry Supervisor

This is one of six first line supervisory positions distributed over three districts within the boundaries of the City. Each of these positions assigns and supervises the work activities of multiple crews composed of Urban Forestry Crew Leaders, Specialists, Laborers and Equipment Operators. These crews plant, prune and remove trees, shrubs and flowers, maintain grass and plants on City boulevards and participate in winter snow removal. Incumbents of this position organize and route crews, provide training to work crews to ensure safe work procedures, investigate and resolve routine complaints and service requests and provide information required to estimate work needed to be done in the district. Because of the technical knowledge base required for this job, a bachelor's degree is highly desirable in addition to five years experience within the Forestry Division. Three years of supervisory experience and state pesticide certification is also needed.

The job evaluation levels and corresponding point amounts and total points for these positions are as follows:

Title/SG	IA (Pts)	KS (Pts)	RR (Pts)	WC (Pts)	Total
Building Maintenance Supervisor II 005	5(79)	5(68)	5(32)	2(7)	186
Automotive Mechanic Supervisor II 005	5(79)	6(80)	4(26)	2(7)	192
Urban Forestry Supervisor 004	4(68)	5(68)	4(26)	2(7)	169
Water Distribution Supervisor I 004	4(68)	4(57)	3(22)	3(11)	158
Water Distribution Supervisor II 006	7(105)	5(68)	4(26)	2(7)	206

IMPACT AND ACCOUNTABILITY

This factor evaluates the degree to which an employee can influence policy and operations, giving consideration to such aspects as consequence of error and ability to affect results. These positions work independently, training and deploying personnel, organizing work and supervising the activities of their respective sections. Much of the work supervised by the police positions is governed by departmental rules and procedures and by specifications set at various levels of government. Although providing guidance, the number and breadth of such rules, procedures and specifications and the need to enforce subordinates' adherence to them within a paramilitary organization require considerable exercise of judgement.

Like the comparable positions, the Police Sergeant (Garage) position has responsibility for evaluating and improving the procedures used by subordinates, which can have an impact on the section's productivity and efficiency. However the Police Sergeant (Garage) position has somewhat less policy responsibility than does the Water Distribution Supervisor II, which has substantial responsibility for developing and implementing policy to direct, monitor and control work activities. With responsibility for the maintenance of 700 vehicles and the set up of 80 new vehicles per year, the Police Sergeant (Garage) has substantial ability to conserve and reduce costs for the department. In this dimension the position rates higher than the Water Distribution Supervisor I and Urban Forestry Supervisor positions and slightly lower than the Water Distribution Supervisor II, which has substantial responsibility for a greater number of personnel, equipment and vehicles involved in infrastructural repairs. Based on a consideration of all aspects of the position, we have rated it at level five -equal to the Automotive Mechanic Supervisor II and Building Maintenance Supervisor II - on the Impact and Accountability factor.

KNOWLEDGE AND SKILLS

The qualifications required for the position under study include broad knowledge of mechanics, hydraulics, vehicle maintenance and repair; ability to manage relationships with outside and internal vendors and service suppliers; ability to supervise personnel effectively and a valid Wisconsin driver's license. College education is not necessary in this position but, as with the comparable positions, there is considerable emphasis on experiential qualifications. The position requires a fairly high level of coordinating and communication skill in order to track repairs/purchases and resolve problems. On this dimension the position rates similarly to the Automotive Mechanic and the Building Maintenance Supervisor II positions but lower than the Water Distribution Supervisor II position, which requires detailed, specialized knowledge of underground construction, equipment, safety, planning and scheduling. Basic computer skills and writing skills for the composition of reports is required of all these positions. Based on the foregoing comparisons, we have given the position a rating of five- equal to the Automotive Mechanic Supervisor II- in the area of Knowledge and Skills.

RELATIONSHIPS RESPONSIBILITY

This factor measures the ability to meet and deal with others, giving consideration to such factors as type and frequency of meetings, their scope and the importance to the City of establishing and maintaining relationships. The position under study is distinguished from the comparable position in that it has greater responsibility for managing relationships. The position must coordinate the repair/maintenance of a 700 vehicle fleet and the purchase of about 80 new vehicles per year. This entails a great amount of coordination with outside vendors and internal and external service suppliers. The position has less responsibility for contacts with the public than the comparable positions, but this is balanced by frequent contact with upper level management within the Police Department, other City departments and vendors and suppliers. Based on a consideration of the various aspects of this dimension, we have given the position a rating of six, the highest among the comparable positions, on the Relationships Responsibility factor.

WORKING CONDITIONS

The position under study performs his or her duties mainly in the Police Administration Building garage. However, the position must drive regularly to perform or train personnel in such duties as speedometer verification and the chauffeuring of command staff and visitors. For this reason we have given the position a rating of two in the area of Working Conditions.

The above evaluation results in a total of 192 points, which places the position in Salary Grade 005, as illustrated below:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability	5	79
Knowledge & Skills	5	68
Relationships Responsibility	6	38
Working Conditions	2	<u>7</u>
Total Points		192
Salary Grade 005		
(Salary Grade 005: 175 - 200)		

Civilianization

The essential requirement for the position under study is broad knowledge of automotive mechanics, hydraulics, automotive repair and maintenance, in addition to supervisory skill. Such qualifications are more commonly found within the civilian work force. In addition the position under study does not perform duties consistent with those of sworn police officers.

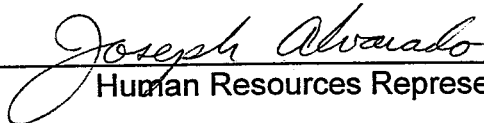
Civilianizing the position under study will save tax dollars in the long run. If the position were approved at Salary Grade 005, the top step (2000 rates) would be

approximately \$700 higher than that of the top step of the Police Sergeant classification. However, additional savings resulting from the lower fringe benefit costs for civilian positions and from the elimination of annual, mandatory training for sworn positions would result in a savings.

Recommendation:

In view of the foregoing analysis, we recommend that the position of Police Sergeant (Garage), Pay Range 831, be reclassified to Salary Grade 005 with the title "Fleet Maintenance Supervisor".

Prepared by:



Human Resources Representative

Reviewed by:



Employee Relations Director