



Department of Employee Relations

March 28, 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 001633

The following classification and pay recommendations will be submitted to the City Service Commission for consideration on April 3, 2001. We recommend these classification and pay changes subject to approval by the City Service Commission:

In the Department of Public Works, Buildings and Fleet Division, one position of Facilities Services Manager, Salary Grade 013, held by Gary Kulwicki, is recommended for reclassification to Facilities Manager, Salary Grade 014; and one position of Management Facilities Engineer, Salary Grade 008, held by Joseph Jacobsen, is recommended for reclassification to Operations and Maintenance Manager, Salary Grade 010.

In the Department of Public Works - Administration, Buildings and Fleet, and Infrastructure Services Divisions, reclassifications and title changes are recommended for six management storeskeeping and inventory positions (in conjunction with the City's prior study of 37 nonmanagement storeskeeping positions).

The Job evaluation reports covering the above positions, including the necessary Salary and Positions Ordinance amendments, are attached.

Sincerely,

Jeffrey S. Hansen  
Employee Relations Director

JSH:pb

Attachment:      2 Job Evaluation Reports  
                            Fiscal Note

c:    Mariano Schifalacqua, James Purko, Frank Bock, Dorinda Floyd, John Huff, Cheryl McNaughtan, Venu Gupta, Gary Kulwicki, Joseph Jacobsen, John Ustruck, David Rochester, Jeffrey Polenske, Bruce Nelson, Jean Walker and Laura Engan

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: April 3, 2001

Incumbents: A) Gary Kulwicki  
B) Joseph Jacobsen

Department: DPW – Buildings & Fleet Division

Present	Request
Title: A) Facilities Services Manager B) Management Facilities Engineer	Title: A) Facilities Manager B) Operations and Maintenance Manager
Salary: A) Salary Grade 13 (\$64,973-\$90,969) B) Salary Grade 8 (\$47,221-\$66,106)	Salary: A) Salary Grade 14 (\$69,266-\$96,976) B) Salary Grade 10 (\$53,660-\$75,125)
Step: A) Step 12 \$90,969 B) Step 7 \$56,730	Source: Department
<p><b>Recommendations:</b></p> <p>A) Title: Facilities Manager Salary: Salary Grade 14 (\$69,266-\$96,976) New Rate: \$94,043</p> <p>B) Title: Operations and Maintenance Manager Salary: Salary Grade 10 (\$53,660-\$75,125) New Rate: \$58,815.12</p>	
<p><b>Rationale:</b> Based on the change in duties and responsibilities of each position, the Department of Employee Relations recommends classifying position A as Facilities Manager and position B as Operation and Maintenance Manager. These changes are the result of a small reorganization in which one position of Facilities Services Manager was eliminated and the duties were given to the two positions listed above. This reorganization will result in a savings of approximately \$72,000.</p>	
<p><b>History of Positions:</b> Position A, Facilities Services Manager, was last studied in 1997 when it was upgraded from Facilities Repair Engineer in Salary Grade 12. Position B, Management Facilities Engineer, was last studied in 1997 when it was upgraded from Mechanical Maintenance Supervisor in Salary Grade 5.</p>	

**Action Required:**

In the Salary Ordinance, under Salary Grade 8, delete the title "Management Facilities Engineer". Under Salary Grade 10 add the title "Operations and Maintenance Manager". Under Salary Grade 13 delete the title "Facilities Services Manager". Under Salary Grade 14 add the title "Facilities Manager".

## Background:

In June, 2000 the Commissioner of Public Works requested that two management positions in the DPW – Buildings and Fleet Division be studied for reclassification. The reason for the request was that one position of Facilities Service Manager was eliminated when the incumbent was promoted to the position of Director, Buildings and Fleet Division. The duties were then distributed to the positions under study. To study the positions questionnaires were completed by the two incumbents. Discussions were held with the two incumbents and with Venu Gupta, Director, Buildings and Fleet Division.

## Position A-Facilities Services Manager

The basic function of this position of Facilities Services Manager is to direct and manage a staff of professionals, technicians, trades personnel and custodians to provide a safe, comfortable and clean building environment for City employees to work and the general public to conduct business. The duties and responsibilities are as follows:

- ❖ Organize, lead and control personnel engaged in the engineering and planning of facilities management and maintenance, mechanical and electrical repairs and maintenance, as well as building repairs including carpentry, painting, and masonry. Provide various building services of all DPW facilities and other assigned City structures. Plan and manage personnel engaged in the installation and maintenance of the City's telephone system, data local area networks and the City's wide area networks and other communications.
- ❖ Administer, direct and prepare capital and O&M budgets for all contracted services including plumbing, electrical, heating, ventilating, air conditioning, elevator repairs, hydraulic systems, telecommunications, building system components, janitorial services and other building services. Administer major DPW contracts including those for Health Department, Milwaukee Public Library and Police Department buildings, for vending services, cafeteria services, cleaning services, purchase of natural gas, etc. Approve service order requests, Requests for Proposals, Requests for Qualifications, for contracts, consultants and repair contractors.
- ❖ Provide project management related engineering functions and offer technical expertise in building remodeling and construction activities to design and construction staff and other City departments. Oversee efforts between the Architectural/Design Services and Facilities Management for renovations and facility installations.
- ❖ Maintain liaison with other divisions, City agencies, outside contractors and other agencies in carrying out the assignments of the division. Plan, establish and maintain annual and long range strategic programs of repairs, energy management and preventative maintenance. Provide consultation and technical assistance related to communication systems, access control systems and other Fire, Life, Safety Systems and related protection of life and property.
- ❖ Plan and implement procedures for continuously improving services and reducing costs to provide quality building services while improving the condition of the City owned building and facilities.
- ❖ Prepare reports and communications to other departments and officials as directed or as needed. Manage employee relations of the section including hiring, sick leave control, safety, training, equal employment issues, discipline and grievances.

As a result of this reorganization this position is now responsible for the Facilities Management Section in addition to the Facilities Repairs Section. This new responsibility has resulted in several changes. This position now does the following:

- ❖ Serves as the lead manager for the planning and engineering of facilities management and building systems
- ❖ Manages activities pertaining to the operation and maintenance of building custodial services, mechanical operations, and building systems including the preparation of Capital and Operating and Maintenance budgets
- ❖ Oversees the administration of custodial/cleaning services, vending service and cafeteria service contracts
- ❖ Plans, establishes and maintains annual and long range strategic plans for building systems and energy management
- ❖ Is on rotation to work with snow operations when a snow emergency is declared

With these new duties and responsibilities the ratings for the four management job evaluation factors should be as follows:

	Current		Recommended	
	Level	Points	Level	Points
Impact and Accountability	14	277	15	318
Knowledge and Skills	12	213	13	251
Relationship Responsibilities	11	97	12	116
Working Conditions	1	5	1	5
		610		690
			Salary Grade 14 is 615-707 points	

The level for Impact and Accountability should be increased from 14 to 15 to reflect the greater scope of responsibility.

The level for Knowledge and Skills should be increased from 12 to 13 to reflect the need to know and understand the operations of custodial and mechanical services.

The level for Relationships Responsibility should be increased from 11 to 12 to reflect the new responsibility to maintain contact with people in the Operations and Maintenance Section and representatives of service contracts.

The level for Working Conditions seems appropriate since there has not been a major change in this area.

These changes would result in the position being placed in Salary Grade 14 which is the same as the Salary Grade for the other two Division Heads in Buildings and Fleet. The requested title of Facilities Manager is appropriate since it reflects the management of two sections that are both involved with DPW Facilities.

#### **Position B-Management Facilities Engineer**

The basic function of this position is to plan, organize, lead and control all activities pertaining to the operation and maintenance of all structures under the jurisdiction of the Division of Buildings and Fleet.

The duties and responsibilities are as follows:

- ❖ Manage employee relations of the Operational and Maintenance Section including hiring, sick leave control, safety, training, evaluating, discipline, equal employment issues and grievances.
- ❖ Monitor and evaluate operations and maintenance activities for productivity, efficiency and effectiveness improvements.
- ❖ Prepare special reports and assignments as directed by the Director or Division Head.
- ❖ Coordinate and act as contact person for all activities in the City Hall Complex. Act as liaison with other Divisions and City agencies.
- ❖ Plan, establish and maintain annual and long range preventative maintenance and energy conservation programs for all the Facilities Management Sections.

As a result of the reorganization this position is now responsible for managing all building operations and related maintenance for 220 DPW facilities. Previously this position was responsible for managing the City Hall complex. This position also now has more budgetary responsibilities.

With these new duties and responsibilities the ratings for the four job evaluation factors should be as follows:

	Current		Recommended	
	Level	Points	Level	Points
Impact and Accountability	9	138	11	182
Knowledge and Skills	8	111	9	130
Relationship Responsibilities	7	46	8	55
Working Conditions	1	5	1	5
		300		372
			Salary Grade 10 is 352-404 points	

Impact and Accountability should be increased from 9 to 11 to reflect the extensive increase in responsibility for DPW facilities.

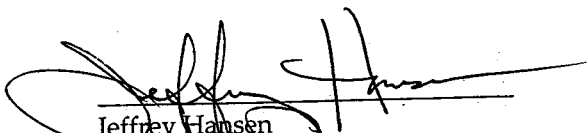
Knowledge and Skills should be increased from 8 to 9 to reflect the need to know and understand the operations and maintenance needs for over 200 DPW facilities.

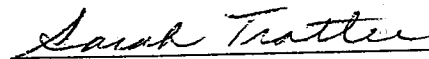
Relationship Responsibilities should be increased from 7 to 8 to reflect the increase in responsibility for maintaining contact with representatives of a wide variety of facilities.

These changes would result in the position being placed in salary grade 10. The requested title of Operations and Maintenance Manager is appropriate since it reflects well the duties and responsibilities of this position.

**Recommendation**

Based on the above analysis, we recommend these reclassifications as a result of the increase in level and duties of these two positions.

  
 Jeffrey Hansen  
 Employee Relations Director

  
 Sarah Trotter  
 Human Resources Representative

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: April 3, 2001

Departments: DPW – Administration, Buildings & Fleet, Infrastructure Services

Present			Recommended		
<u>Title and Incumbent</u>	<u>Pay Range</u>	<u>Rate</u>	<u>Title</u>	<u>Pay Range</u>	<u>Rate</u>
Public Works Inventory Manager (DPW-Admin.) John Huff	7	\$44,315- \$62,037	DPW Inventory and Purchasing Manager	8	\$47,221- \$66,106
Stores Services Supervisor (DPW-Infrastructure) Bruce Nelson	6	\$41,572- \$58,206	Inventory Services Manager	6	\$41,572- \$58,206
Administrative Specialist-Senior (DPW-Admin.) Cheryl McNaughtan	4	\$36,593- \$51,230	DPW Inventory and Purchasing Coordinator	5	\$39,008- \$54,614
Automotive Stores Supervisor (DPW-Bldgs & Fleet) John Ustruck	4	\$36,593- \$51,230	Equipment Inventory Manager	6	\$41,572- \$58,206
Inventory Control Coordinator David Rochester (DPW-Bldgs & Fleet)	2	\$32,212- \$45,090	Equipment Inventory Supervisor	2	\$32,212- \$45,090
Jean Walker (DPW-Infrastructure)	2	\$32,212- \$45,090	Inventory Supervisor	3	\$34,328- \$48,056

**Summary**

In conjunction with the City's study of 37 storeskeeping nonmanagement positions the City studied the above management positions related to storeskeeping and inventory. Of the six positions, we are recommending that four be reclassified upward and all six receive a title change. One other related position, Water Materials Supervisor, will be reported on in a separate report.

**HISTORY OF POSITIONS:**

Public Works Inventory Manager (SG 007): This position was last studied as part of the 1996 DPW Reorganization when it was created and placed in the current Salary Grade 007.

Stores Services Supervisor (SG 006): This position was last studied as part of the 1996 DPW Reorganization when it was reclassified from Stores Supervisor in Salary Grade 003.

Administrative Specialist-Senior (SG 004): This position is currently authorized as a Personnel Analyst –Senior in Salary Grade 5 and is being underfilled as an Administrative Specialist-Senior in Salary Grade 4. The position was created in 1999.

Automotive Stores Supervisor (SG 004): This position was last studied in 1986 as part of the Management Pay Plan Study when it was placed in the current Salary Grade 004. In 1985 it was reclassified upwards from Stores Supervisor in Pay Range 106 to Automotive Stores Supervisor in Pay Range 108.

Inventory Control Coordinator (SG 002) located in Buildings and Fleet: This position was last studied as part of the 1996 DPW Reorganization when it was retitled from Automotive Stores Supervisor in Salary Grade 002 to Inventory Control Coordinator in Salary Grade 002.

Inventory Control Coordinator (SG 002) located in Infrastructure Services: This position was last studied as part of the 1996 DPW Reorganization when it was retitled from Stores Assistant Supervisor in Salary Grade 002 to Inventory Control Coordinator in Salary Grade 002.

#### **ACTION REQUIRED:**

In the Salary Ordinance, under Salary Grade 2, delete the title "Inventory Control Coordinator" and add the title "Equipment Inventory Supervisor". Under Salary Grade 3 delete the title "Water Materials Supervisor" and add the title "Inventory Supervisor". Under Salary Grade 4 delete the title "Automotive Stores Supervisor". Under Salary Grade 5 add the title "DPW Inventory and Purchasing Coordinator". Under Salary Grade 6 delete the title "Stores Services Supervisor" and add the titles "Inventory Services Manager" and "Equipment Inventory Manager". Under Salary Grade 7 delete the title "Public Works Inventory Manager". Under Salary Grade 8 add the title "DPW Inventory and Purchasing Manager".

In the Positions Ordinance, under the Department of Public Works-Administrative Services Division, Administration Section, delete one position of Public Works Inventory Manager and one position of Personnel Analyst-Senior and add one position of DPW Inventory and Purchasing Manager and one position of DPW Inventory and Purchasing Coordinator.

Under the Department of Public Works-Buildings and Fleet Division, Fleet Services Section, Fleet Store Room, delete one position of Automotive Stores Supervisor and one position of Inventory Control Coordinator and add one position of Equipment Inventory Manager and one position of Equipment Inventory Supervisor.

Under the Department of Public Works-Infrastructure Services Division, Field Operations-Support Services Decision Unit, Stores Section, delete one position of Stores Services Supervisor and one position of Inventory Control Coordinator and add one position of Inventory Services Manager and one position of Inventory Supervisor.

#### **BACKGROUND**

To better understand the background of these positions it is helpful to know that a study of the storeskeeping positions in the City was first started back in 1995 as the result of a labor agreement. The Department of Public Works (DPW), however, requested that the study be postponed due to several anticipated changes in the 1996 DPW Reorganization. The study was started again in 1997 but due to the development of a new financial management and information system (FMIS) and the reorganization of the DPW Administrative Division the Commissioner of Public Works requested in 1998 that the study be postponed. In a letter dated March 19, 1999 the Commissioner formally requested that the Department of Employee Relations study the storeskeeping positions. He stated that although FMIS was not yet complete he felt there had been significant changes in material procurement and inventory control over the past two years and that it would be appropriate to continue the study. The specific changes that he noted were the transfer of responsibility for informal purchasing procedures from the Purchasing Division to the User Departments and the increase in the inventory monitoring procedure that results in the daily review and reconciliation of inventory accounts. Later, in a letter dated November 9, 1999, the Commissioner of Public Works formally requested a study of the DPW Stores Management positions. As a result the six management positions listed above were studied in conjunction with the study of 37 nonmanagement storeskeeping positions. The study of the nonmanagement positions is contained in a separate report that was approved by the City Service Commission on November 21, 2000.

#### **METHODOLOGY**

Questionnaires were sent to all of the incumbents. Job Audits were conducted with all six incumbents. Discussions were held with supervisors and department representatives including Jim Purko, Deputy Commissioner of Public Works; Frank Bock, Public Works Personnel Administrator; Dorinda Floyd, Administrative Services Director; Dan Thomas, Finance and Planning Manager; John Huff, Public Work Inventory Manager; Greg Jagmin, Fleet Services Manager; Jerry Zaremba, Infrastructure Field Operations Manager; and Mike Nessman, Infrastructure Support Services Manager. It

should be noted that Teresa Figures, who previously worked here as a Human Resources Analyst – Senior, also gathered data for this report.

## **STANDARDS USED IN DETERMINING RECLASSIFICATIONS FOR MANAGEMENT POSITIONS**

The first part of the analysis focuses on the changes that have taken place in terms of nature and level of work of the position. If this “significant changes test” is met, then an analysis of the level of work performed is conducted using the job evaluation factors listed below.

The City uses a formal qualitative factor comparison system to evaluate management positions. This system, developed by the consulting firm Cresap, Padgett and McCormick in 1986 requires that each management position be compared to all other positions in each of these four job evaluation factors:

Impact and Accountability	Weighted 45%
Knowledge and Skill	Weighted 35%
Relationships Responsibility	Weighted 15%
Working Conditions	Weighted 5%

Once an appropriate comparison has been made, job evaluation staff assign a level and corresponding number of points according to a chart. In analyzing any position for proper classification, it is critical to assess any changes that have taken place in the nature of work performed and level of responsibility, knowledge, skill and effort required. Changes in working conditions are also assessed, although this factor is considerably less important for management positions.

## **PUBLIC WORKS INVENTORY MANAGER**

The basic function of this position located in the Administrative Division is to manage and oversee all inventory and purchasing activities in the Department of Public Works. The duties and responsibilities are as follows:

- ❖ Overall management of all DPW inventories. Establish departmental inventory management policies, review stockroom access and physical security, plan and implement centralized inventory and purchasing activities. Standardize inventory commodities, approve inventory commodity additions and deletions, establish economic inventory levels and reorder points, establish and implement programs to forecast material needs, reduce inventory levels, and centralize stores functions.
- ❖ Oversees all centralized DPW purchasing activities including proper creation/maintenance of direct purchase orders for services, commodities, vendor contracts, DPW purchasing authority contracts and DPW purchasing activity related to DOA/Purchasing Division, requisition to purchase order processing per established city purchasing policy. Also serves as DPW Administration Procard Manager.
- ❖ Serves as liaison between all DPW division inventory facilities and staff and DOA/Purchasing Division, Comptroller, Common Council and other entities in matters of inventory, purchasing, and storeskeeping activities. Oversees divisional reporting requirement procedures, prepares progress reports for the Administration Services Director and semiannual obsolete inventory reports for DOA/Purchasing division.
- ❖ Serves as city functional lead to the FMIS/Peoplesoft Inventory Module, and DPW Functional lead to the FMIS/Peoplesoft purchasing Module. Trains staff in functional operation of both modules. Maintains/updates inventory/purchasing module configuration as required, monitors system transaction processing alerting users and technical staff to problems and assisting them with problem resolutions.
- ❖ Directs/assists DPW Administration Accounts Payable staff in matters of requisition, purchase order and payment voucher creation, maintenance and processing. In the absence of the Accounts Payable Manager, serves as immediate supervisor to Accounts Payable personnel, reviews and approves vouchers for completeness.
- ❖ Other duties as required to provide orderly and economical materials purchasing, inventory management and storeskeeping operations.

According to the Job Analysis Questionnaire the changes in the position include an increased oversight of all DPW purchasing activities, the addition of FMIS System Inventory and Purchasing functional lead responsibilities and DPW Administration Account Payable responsibilities. The position has full responsibility for supervising only one position of Administrative Specialist-Senior but the position is also responsible for outlining the work methods and checking completed work of over 100 staff members who are involved with inventory.

The basic function of one of the Business Operations Manager in DPW-Administration is to manage all billing activities for the Department of Public Works including \$3.9 million reimbursable accounts, Operations and Maintenance, Capital, Enterprise and Special Purpose Accounts. This includes accounts receivable reconciliation, managing board-up activities,



preparing quarterly Fuel Reconciliation Reports for the State, submitting tax roll charges, assisting with preparing the annual budget, preparing financial reports, and working with the Information Systems staff to design, test and implement new applications. This position supervises six employees. While this position has more people to supervise it is not responsible for planning and checking the work of numerous other positions in DPW as is the position under study. Similarly both positions do oversee a specific function throughout DPW. Both positions also require bachelor's degree or equivalent. The Business Operations Manager requires a bachelor's degree in Business Administration, Public Administration or Accounting. The position under study requires a bachelor's degree in Business or closely related field. A comparison of the four factors for these two positions is as follows:

	Business Operations Manager		Public Works Inventory Manager	
	Level	Points	Level	Points
Impact and Accountability	9	138	8	120
Knowledge and Skills	7	94	6	80
Relationship Responsibility	6	38	6	38
Working Conditions	1	5	1	5
Total Points		275		243

Based on the changes in the position under study we recommend that the four factors be changed as follows:

Impact and Accountability - Change the level from 8 to 9 to reflect the increase in responsibility for FMIS and Purchasing oversight.

Knowledge and Skills – Change the level from 6 to 7 to reflect the increase in knowledge and skill needed for the FMIS system. This position needs to completely understand the FMIS system as well as take responsibility to train and advise others on a continuous basis.

The levels for Relationship Responsibility and Working Conditions seem appropriate since there have not been major changes in these areas.

These changes would result in salary grade 8 as shown below:

Impact and Accountability	138	
Knowledge and Skill	94	
Relationship Responsibility	38	
<u>Working Conditions</u>	<u>5</u>	
	275 points	(Salary Grade 8 is 266-305 points)

To better reflect the increased responsibility for Purchasing we recommend the title be changed to DPW Inventory and Purchasing Manager.

### **STORES SERVICES MANAGER**

The basic function of this position located in the Infrastructure Services Division at the Electrical Services building on Canal Street is to supervise the Infrastructure Services Division's stores operations and to oversee the procurement, storage and disbursement of all general construction materials, signage, street lighting fixtures, cables, traffic signal fixtures, services and repairs.

- ❖ Supervises the main Stores operation located at 1540 W. Canal St., consisting of three separate Stores sub operations—Street Lighting, Signal/Traffic Sign Shop, as well as an outdoor material storage facility. Indirectly supervises the operation of two other sub-operations Bridge Maintenance and Street/Sewer. Supervises twenty employees of the DPW Infrastructure Division Stores operation.

- ❖ Reviews, processes and authorizes material purchases, material requisitions, Commodity Service Releases, Procard Purchases and Service Orders. Maintains the position of petty cash custodian for the Stores operation located at 1540 W. Canal St.
- ❖ Supervises, coordinates and conducts the daily inventory counts, as well as a yearly wall-to-wall inventory if necessary. Directs Stores personnel in their efforts to confirm inventory variances and investigate their causes. Oversees Stores personnel efforts toward correcting variances. Maintains an average inventory of over \$2,800,000 in value.
- ❖ Monitors and programs the centralized building security system. Reviews access records on a daily basis related to the overall building security system. Maintains the position of contact person for the entire building complex. This relates to routine maintenance issues, emergency evacuation and building inspections by City and outside agencies. Coordinates the disposal of all hazardous waste, monitors the Haz-Mat area for full compliance to Federal Health Standards. Maintains all records related to hazardous material disposed of. Coordinates the sale and/or disposal of all scrap material generated at this location.
- ❖ Coordinates the overall Stores operations efforts toward further inventory reduction and to develop innovative systems, i.e. bar coding, updating warehousing programs and procedures to advance and streamline the Stores operation.

According to the Job Analysis Questionnaire the changes in this position include responsibility for the procurement, storage and disbursement of all materials and services for Infrastructure Services, supervision of an additional six positions, responsibility to direct and guide staff to investigate inventory variances, and oversee the new building security system. A review of the previous job description shows that most of these functions were taken into account when the position was reclassified from a salary grade three to a salary grade six in 1996. Although the number of positions that this position oversees has increased from fourteen to twenty the basic function of this position has not changed. It should also be noted that the six additional positions are located elsewhere and are supervised directly by another manager who reports to the position under study. The emphasis on inventory control has increased for all of the positions related to storeskeeping functions but this has not changed the function of the work. In the 1996 job description one of the duties is listed as follows: "Supervises, coordinates, and conducts inventory counts on a yearly or periodic basis as required. Confirms and looks for cause and effect of inventory variances discovered and arranges for corrective action. Takes proper care to insure count accuracy." Although inventory counts may be taken more often and more time is needed to determine the reasons for variances, the function has not changed.

The new security system has resulted in the position under study performing some new duties such as monitoring and programming the security system, issuing security cards and maintaining and reviewing logs of who has accessed the building. Although these duties are new, they take a small percentage of time and are not at a level that would justify an increase in salary grade.

We therefore do not recommend a change in salary grade. We do, however, recommend a change in title to reflect the new emphasis on inventory control. We therefore recommend that the position of Stores Services Supervisor be retitled to Inventory Services Manager.

#### **ADMINISTRATIVE SPECIALIST-SENIOR**

The basic function of this position located in the Administrative Division is to assist in the management and coordination of all DPW inventory and purchasing activities.

- ❖ Assist Public Works Inventory/Purchasing Manager in the coordination of all DPW purchasing activity related to DOA/Purchasing Division in accordance with City purchasing policy. Assists DPW staff with requisition processing, including online requisition creation/update and related paperwork preparation/submittal. Works with purchasing and DPW staff to expedite requisition to purchasing order process.
- ❖ Assists Public Works Inventory/Purchasing Manager in the coordination of all internal DPW purchasing activities. Assists DPW staff with proper creation and maintenance of direct purchase orders for services, commodities, vendor contract releases and DPW purchasing authority contracts. Coordinates DPW-Administration procard activity, obtains procard statements from DOA/Purchasing Division and distributes to appropriate DPW Administration cardholders, works with cardholders and accounts payable staff to expedite timely payment. Processes other procard program paperwork as required.
- ❖ Serves DPW staff as a functional expert to the FMIS/Peoplesoft Purchasing Module, trains DPW staff in functional purchasing module operation. Monitors DPW requisition and Direct PO transaction processing activity, alerts user and technical staff to problems and assists them with problem resolution.

- ❖ Assists Public Works Inventory Manager with the management of DPW inventories and implementation of centralized inventory and purchasing activities and report preparation. Assumes the duties of Public Works Inventory Manager in his/her absence.
- ❖ Directs/assists DPW Administration Accounts Payable staff in matters of requisition, purchase order and payment voucher creation, maintenance and processing. In the absence of the Accounts payable Manager serves as immediate supervisor to Accounts Payable personnel, and reviews and approves vouchers for completeness.
- ❖ Other duties as required to provide orderly and economical purchasing of materials and inventory management services.

According to the Job Analysis Questionnaire the changes in this position include taking on more duties that were previously performed by the Public Works Inventory Manager. These duties include coordinating DPW Purchasing activity with the Department of Administration – Purchasing Division, assisting staff with the requisition process and serving as an expert on the FMIS /Peoplesoft Purchasing Module which includes training and assisting with problem resolution. Although this position underfills the title of Personnel Analyst-Senior in Salary Grade 5 the duties and responsibilities have never been consistent with that title. Therefore the comparisons have been made to the underfill title of Administrative Specialist-Senior.

In comparing this position to the Procurement Administrator, Salary Grade 6, in the Business Operations Division of the Department of Administration we find that there are some similarities. The basic function of the Procurement Administrator is to administer, plan, organize, lead and control all City-wide activities of the inventory, the procurement card programs and all major procurement related initiatives consistent with the Division’s mission. This position also supervises the Workflow Management Center for contract execution and accounts payable processed and performs the necessary duties of the City Purchasing Director in his/her absence as directed. This position supervises a staff of seven.

Although both positions work with inventory the Procurement Administrator appears stronger since it must work with inventory issues City-wide including responsibility for the Procard program, management of the accounts payable process and the purchase of complex services and commodities. Both positions must communicate with other departments to provide advice and troubleshoot but this position also has supervisory responsibility for a staff of seven. This position also must appear before Boards and Agencies in the absence of the City Purchasing Director.

The position of Permits and Communications Specialist in Salary Grade 5 also has some similarities. This position is also located in the DPW-Administrative Services Division and is responsible to assist a higher level manager in one of the functions for the Division. The basic function of this position is to assist the Permits and Communications Manager in providing public information and education, community relations and permitting activity for the Department of Public Works.

A comparison of the four factors for these three positions is as follows:

	Administrative Specialist-Senior		Permits & Communications Specialists		Procurement Administrator	
	Level	Points	Level	Points	Level	Points
Impact and Accountability	4	68	5	79	7	104
Knowledge and Skills	4	57	4	57	6	80
Relationship Responsibility	4	26	7	46	9	67
Working Conditions	1	5	1	5	1	5
<b>TOTAL POINTS</b>		156		187		256

Based on the changes in the position under study we recommend that the four factors be changed as follows:

Impact and Accountability – Change the level from 4 to 6 in recognition of the increase in responsibility for the DPW Inventory.

Knowledge and Skills – Change the level from 4 to 5 to reflect the increase in knowledge and skill needed for the FMIS system. This position also needs to completely understand the FMIS system as well as help with training and advising others on a continuing basis.

The levels for Relationship Responsibility and Working Conditions seem appropriate since there have not been major changes in these areas.

These changes would result in salary grade 5 as shown below:

Impact and Accountability	91
Knowledge and Skill	68
Relationship Responsibility	26
<u>Working Conditions</u>	<u>5</u>
	190 points (Salary Grade 5 is 175-200 points)

To better reflect the function of this position we recommend that the title be changed to DPW Inventory and Purchasing Coordinator.

### **AUTOMOTIVE STORES SUPERVISOR**

The basic function of this position located in the Buildings and Fleet Division at the Central Garage on Canal Street is to maintain an adequate inventory of parts, supplies and tires to meet emergency needs due to unscheduled maintenance. This position implements, maintains and controls all stockroom and tire shop policies and procedures as established within the Division's guidelines; supervises personnel activities in the stock room and the tire shop; and works towards maximum efficiencies and minimum equipment downtime.

- ❖ Implement and maintain inventory (policies and procedures) to ensure adequate inventory at Central Garage, Central Tire Shop, Northwest Garage, Lincoln Garage, Southwest Garage and Police Tire Inventory. Act as Liaison between repairs and other Department. Investigate report inventory variances. Maintain security. Maintain staffing levels. Monitor obsolete inventory. Investigate new products and procedures, monitor and report hazardous wastes, monitor obsolete inventory and prepare proper disposal authorization, maintain an adequate inventory of fleet forms, update and revise as needed. Maintain and report inventory receipts and disbursements. Ensure that all DPW inventory policies and procedures are followed.
- ❖ Maintain and monitor the activity of over 100 blanket purchase contracts. Submit purchase requisition for blankets and emergency purchases review bids, make purchase recommendations. Submit sole source requests. Maintain petty case fund (\$1,200). Monitor and approve procard purchase. Approve for payment and accuracy over 200 daily parts purchase invoices and proper entry to the fleet maintenance system.
- ❖ Supervise 20 employees (2 departments, 2 shifts) to include scheduling overtime and vacations. Ensure that adequate staff is available and deployed for both regular, overtime and snow duty. Maintain personnel records and safety procedures. Provide training and guidance. Provide front line communication between union and management. Rumor control. Issue disciplinary actions as needed. Conduct interviews. Make personnel recommendations to upper management.
- ❖ Maintain MSDS files. Submit quarterly reports to the DPW Inventory Manager. Attend staff meetings. Maintain 4 tire trucks, 2 pickup trucks, 1 forklift. Monitor housekeeping for safety, cleanliness, fire and building codes.

According to the Job Analysis Questionnaire the changes in this position include approving procard statements and soliciting procard vendors, administering and purchasing all small dollar tool requests, and utilizing new software programs for fleet maintenance, purchasing and inventory. The position has received additional administrative duties with the elimination of the Business Operations Manager position in salary grade 8. These duties involve participating to a much stronger degree in resolving administrative and logistical issues regarding inventory. Similar to the Store Services Supervisor in Salary Grade 6 (see above) this position supervises a large staff at different locations and is responsible for maintaining a building on Canal Street. A comparison of the four factors for these two positions is as follows:

	Automotive Stores Supervisor		Stores Services Supervisor	
	Level	Points	Level	Points
Impact and Accountability	4	68	6	91
Knowledge and Skills	4	57	5	68
Relationship Responsibility	4	26	6	38
Working Conditions	1	5	1	5
<b>Total Points</b>		<b>156</b>		<b>202</b>

Based on the changes in the position under study we recommend that the four factors be changed as follows:

Impact and Accountability – Change the level from 4 to 6 in recognition of the additional administrative duties and responsibilities this position has obtained from the Business Operations Manager position.

Knowledge and Skill – Change the level from 4 to 5 to reflect the additional knowledge and skill that is needed to carry out the new administrative responsibilities.

Relationship Responsibilities – Change the level from 4 to 6 in recognition of the increase in responsibility for communicating with others regarding inventory issues.

The level of responsibility for Working Conditions seems appropriate since there have not been major changes in this area.

These changes would result in salary grade 6 as shown below:

Impact and Accountability	91	
Knowledge and Skill	68	
Relationships Responsibility	38	
<u>Working Conditions</u>	<u>5</u>	
	202 points	(Salary Grade 6 is 201-230 points)

This position supervises positions with the new title of Equipment Parts Assistant. The title was changed to reflect that the inventory is not just for automobiles but also for heavy trucks and pieces of equipment. Similarly we recommend that the title of this position be changed to Equipment Inventory Manager.

### **INVENTORY CONTROL COORDINATOR (INFRASTRUCTURE SERVICES DIVISION)**

The basic function of this position located in the Infrastructure Services Division at Tracer Yard on 6<sup>th</sup> Street is to supervise two warehouses that service the Street, Sewer, and Bridge Maintenance crews; and assist the Stores Services Supervisor in the supervision of all aspects of the stores operation.

- ❖ Supervise the stores areas and staff at two warehouses located at 126 N. 6<sup>th</sup> St. and 8424 W. Florist Ave.
- ❖ Supervise the stores areas and staff at 1540 W. Canal St.
- ❖ Process or authorize material requisitions, Commodity Service releases, Procard purchases and Service Orders. Petty cash custodian for downtown office and Field operations.
- ❖ Supervise the procurement of materials, supplies and services for both warehouses. Oversees the storage, security and handling of same.
- ❖ Supervise, coordinate and conduct inventory cycle counts for both warehouses. Investigate variances, arrange corrective action and develop remedies for problems as they arise.
- ❖ Communicate with supervisors from Streets, Sewers and Bridges to facilitate the ordering of supplies and services for budget items, special projects and regular use.

According to the Job Analysis Questionnaire the changes in the position include switching from an assistant manager for the Stores area and the mechanics to being the manager of the stores area which includes the Northwest yard. The position was changed again to an assistant of the Stores Services Supervisor at Canal Street which meant that the incumbent of this position would fill in for the Stores Services Supervisor on a regular basis but still worked independently with the staff at Traser and Northwest Yards. New duties include purchasing for Bridge Supervisors and crews. These crews include electricians, masons, carpenters, painters, ironworkers and mechanics. This addition has caused the amount of purchases to double and has required the incumbent to become familiar with several new types of positions and the materials they require. Other new duties include being a procard manager, petty cash custodian for downtown and field operations, and the authority to make purchases up to \$2000 without prior approval by Purchasing personnel.

The position under study has had to become familiar with a number of different operations and the materials that are needed. This has not been just an increase in volume but also in responsibility. The incumbent is expected to fill in on a regular basis for the Stores Services Supervisor at Canal Street as well as for the Plant and Equipment Manager. One position is in Salary Grade 6 and the other position is in Salary Grade 7. The position is most similar to the Water Materials Supervisor that also oversees different locations and supervises 5-6 positions. The position under study supervises 5-8 positions plus fills in on a regular basis to supervise an additional 12 – 16 positions at the Electrical Services Building on Canal Street. A comparison of the four factors for these two positions is as follows:

	Inventory Control Coordinator (Infrastructure)		Water Materials Supervisor	
	Level	Points	Level	Points
Impact and Accountability	2	52	3	60
Knowledge and Skills	3	49	3	49
Relationship Responsibility	3	22	4	26
Working Conditions	2	7	2	7
<b>Total Points</b>		<b>130</b>		<b>140</b>

Based on the changes in the position under study we recommend that the four factors be changed as follows:

Impact and Accountability - Change the level from 2 to 3 to reflect the higher level of responsibility from the variety of operations and materials that this position is now responsible for.

Knowledge and Skill – The level seems appropriate since there have not been major changes in this area.

Relationships Responsibility – Change the level from 3 to 4 to reflect the increase in scope of relationships responsibility for serving the needs of the Bridge Supervisors and crews and to fill in for the Store Services Supervisor and Plant and Equipment Manager.

Working Conditions – Change the level from 2 to 1 since the position works primarily in an office.

These changes would result in salary grade 3 as shown below:

Impact and Accountability	60	
Knowledge and Skill	49	
Relationships Responsibilities	26	
<u>Working Conditions</u>	<u>5</u>	
	140 points	(Salary Grade 3 is 132 - 151 points)

To better reflect the supervisory duties of this position we recommend that the title be changed to Inventory Supervisor.

## INVENTORY CONTROL COORDINATOR (BUILDINGS AND FLEET DIVISION)

The basic function of this position located in the Buildings and Fleet Division at the Central Garage on Canal Street is to assist the Automotive Stores Supervisor in the daily supervision and operation of the stock room and tire shop; analyze stock room activities through the computer and physical evaluations; propose modifications in operations where required to minimize equipment downtime; and monitor invoices for proper posting and payment.

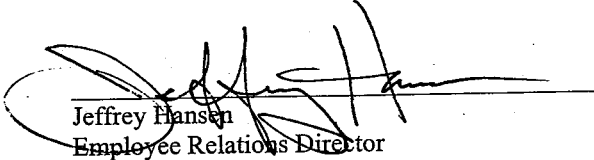
- ❖ Directly supervise Equipment Parts Assistants.
- ❖ Coordinate activities of Equipment Parts Assistants with auto mechanics and/or repairs supervisors.
- ❖ Process packing slips/invoices for payment and coordinate same with accounts payable
- ❖ Provide backup for Equipment Parts Assistants in an emergency.
- ❖ Assist Stores Supervisor as required and fill in when needed.
- ❖ Coordinate stock usage/levels; recommend new stock; recommend disposal of obsolete stock.
- ❖ Review parts transactions for accuracy in fleet anywhere.

According to the Job Analysis Questionnaire the changes in this position include more extensive procedures for processing packing slips/invoices for payment and coordinating this with Accounts Payable; changes in the elements of information needed for processing; and procedural changes for vendor invoicing and returning and delivering parts.

Although this position has also experienced an increase in volume the basic function of the position has not changed. The changes listed are procedural in nature and do not indicate that the position should be at a higher level. We do, however, recommend a change in title to better reflect the duties of the position. The title of Equipment Inventory Supervisor reflects the significant percentage of time that is spent supervising and is consistent with the title of the other positions in the section.

### RECOMMENDATION

Based on the above analysis, we recommend the above reclassifications and changes in title to better reflect the level and duties of the storeskeeping management positions.

  
Jeffrey Hansen  
Employee Relations Director

  
Sarah Trotter  
Human Resources Representative