



Department of Employee Relations

November 2, 2007

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

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

Dear Committee Members:

Re: Common Council File Number 070270

The following classifications and pay levels were approved by the Board of Fire and Police Commissioners on November 17, 2007:

In the Fire Department:

One new position was classified as Fire Public Relations Manager, Salary Grade 007.

One vacant position of Fire Equipment Welder was reallocated from Pay Range 733 to Pay Range 734.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fw

Attachments: 2 Job Evaluation Reports
Fiscal Note

c: Mark Nicolini, Marianne Walsh, Troy Hamblin, Betty Schraith, Joe Alvarado, David Heard, Chief Douglas Holton, Mary McDougall, Darrell Moore, Fire Deputy Chief and Don Griffin (IAMAW)

JOB EVALUATION REPORT

Fire and Police Commission Meeting Date: November 1, 2007

Department: Fire

Current	Request	Recommendation
New Position	Public Relations Manager Salary Grade 009: \$59,617 - \$83,460	Fire Public Relations Manager Salary Grade 007: \$52,469 - \$73,453
<p>Rationale: A comparison of the duties and responsibilities of this new position to those of other management positions, especially those involved with media relations, indicates that the position under study would fit best in Salary Grade 007 as Fire Public Relations Manager.</p>		

Action Needed:

In the Salary Ordinance, under Salary Grade 007, add the title of "Fire Public Relations Manager".

Background:

In a letter dated September 13, 2007, Douglas Holton, Fire Chief, requested to use the Employee Relations Auxiliary Resource Program to hire a civilian position of Public Relations Manager. To study this position for classification the new job description was reviewed and discussions were held with Douglas Holton, Fire Chief; and Mary McDougall, Fire Personnel Officer.

Duties and Responsibilities:

The basic function of this position is to promote positive public relations of the Milwaukee Fire Department (MFD) through internal and external communications. The duties and responsibilities are as follows:

75% Media Relations

- Coordinate local, state and national media relations and serve as a media resource for Divisions of the MFD; and work with other City Departments regarding the release of information when it involves other agencies.
- Maintain news media contacts, respond to inquiries from members of the news media, arrange news conferences and briefings, and disseminate news releases.
- Be available to respond to scenes of critical incidents; and establish and coordinate news coverage in response to public inquiries.
- Advise the Fire Chief on media matters; and train and coach MFD employees on media interviews and public presentations.
- Supervise the release of sensitive information about department members, civilians, investigations, operations and other information that could be detrimental to individuals or to the department.
- Work with the Deputy Chief of Administration and the City Attorney's Office on Open Records issues, keep the MFD's Policy and standard operating procedures relating to Open Records laws up to date, and maintain awareness and understanding of Open Meetings/Open Records laws and the First Amendment.

10% Editorial Functions

- Write/design news releases, reports, articles, specialized publications, and other public information materials. Write speeches and opinion/editorial pieces for the Fire Chief.
- Represent MFD by delivering speeches to community groups.
- Oversee and coordinate the MFD's web site. Submit material and work with staff members regarding content.

10% Liaison Duties

- Serve as a public relations liaison with the Mayor's Office, Common Council/City Clerk's Office, other City Departments, citizens, and community groups.
- Serve on task forces and committees, and attend meetings as assigned by the Fire Chief or Assistant Fire Chief to represent MFD.
- Keep community stakeholders aware of news involving MFD by attending community meetings and issuing press releases.
- Act as MFD's communication liaison to state and federal government agencies in the instance of Homeland Security occurrences.
- Interface with members of the Common Council, and other agencies, and facilitate their involvement in MFD announcements when appropriate.

5% External Public Relations

- Manage MFD's program of allowing the media to ride along and/or observe Fire Department activities by approving requests and working with the City Attorney's Office to ensure the MFD's compliance with the program.
- Develop community outreach programs and coordinate programs and publicity with the private sector.
- Supply community groups with Department information when requested.
- Maintain relationships with community groups and involve them in announcements with MFD when appropriate.

Requirements for this position include a Bachelor's Degree in Journalism, Public Relations, Mass Communications, or related field. Five years of experience in the news media as a reporter or editor and as a communications manager is preferred. Other requirements include an awareness and understanding of Open Meetings/Open Records laws, verbal and written communication skills, and an ability to work with diverse groups of people, meet deadlines under pressure, and maintain a high level of flexibility.

Analysis:

The Department indicated that this position would report directly to the Fire Chief and provide a centralized position for all media relations and communications. This position will disseminate information both internally and externally and will be a liaison to Common Council Members, the media, and community and business groups. Specific duties include overseeing the Department's web site and providing information from the scene of an emergency. To classify this position comparisons were made to other positions in the City including the following:

Public Information Coordinator in Salary Grade 005

The basic function of this position is to create and facilitate mass media informational and educational programs about public health, safety, and welfare with regards to the Department of Neighborhood Services' (DNS) mission of serving, assuring and conserving property. This includes producing and presenting multi-media communication tools to inform the public about the operations and objectives of DNS; and assisting in the planning, development, and research of training materials on topics such as building maintenance, rehabilitation, and safety; housing for the homeless, disabled, senior citizens, and low income; fire prevention and safety; and interpretation of code requirements.

Health Communications Officer in Salary Grade 006

The basic function of this position is to manage staff and functions associated with communications, media relations, and graphics for the Health Department; function as the public information officer and media liaison for the Department; and represent the Department at community events, and on Committees and Task Forces. This includes drafting press releases, communications, correspondence, and reports; coordinating the dissemination of information to the media, the public and community organizations; editing and overseeing the production of the department's bimonthly newsletter and coordinating the preparation of annual reports; coordinating and monitoring responses to requests for records under Open Records Laws; and assisting in the preparation of speeches, presentations, and campaigns for public health matters.

Marketing and Public Relations Officer in Salary Grade 009

The basic function of this position is to manage the Milwaukee Public Library's communications and marketing program to further improve public understanding and use of library facilities, resources, and services. This includes supervising a staff of four; coordinating and supervising the preparation of information and illustrative materials; developing and implementing an effective communications and marketing plan; planning and assisting with special programs and events; coordinating radio and television activities; and consulting with Library Managers to plan and show various exhibits and displays.

Permits and Communications Manager in Salary Grade 009

The basic function of this position is to, under the direction of the Commissioner of Public Works, be responsible for permitting activities, public information, and community relations for the Department; and serve as a liaison with the Mayor's Office, Common Council, other City Departments, citizen customers, and community groups. This includes the supervision of seven employees and working long and irregular hours, especially during inclement weather and special events.

Public Relations Manager in Salary Grade 009

The basic function of this position is to promote positive public relations of the Milwaukee Police Department (MPD) through internal and external communications. This includes coordinating local, state, and national media relations; maintaining media contacts; being available to respond to scenes of critical incidents; advising the Chief of Police on media matters; working with the City Attorney's Office on Open Records issues; writing news releases, speeches, brochures and other materials; delivering speeches to community groups; overseeing the MPD web site; writing, designing, and coordinating a monthly newsletter; serving as a liaison with the Mayor's Office, Common Council, and other City Departments; and developing community outreach programs.

Publications and Information Manager in Salary Grade 009

The basic function of this position is to manage public relations counseling, writing, design, photography, graphic design services, television production and broadcast, and internet services for the Common Council and City Clerk's Office; and to provide city officials with the expertise, equipment, and means to inform the public about City government. This includes supervising nine City employees; writing news releases, newsletters, speeches, brochures, flyers, reports, and other public information materials; managing the digital photo archive for the Common Council-City Clerk's Office; and administering the budget, special purpose accounts, planning, recordkeeping, purchasing and quality control functions of the Public Relations Division.

The position under study has many similarities to all of the above positions but the positions in Salary Grade 009 are generally stronger. For example, the Marketing and Public Relations Officer in the Library is stronger since it supervises a staff of four, and is responsible for developing and implementing a comprehensive communications and marketing plan. The Publications and Information Manager is stronger since it supervises a staff of nine and oversees communication services for all fifteen Common Council Members and the City's Television Station. The Police Department position is stronger since it covers a larger department with more diverse functions and has a high consequence of error when releasing information about crime on a regular basis. The Permits and Communications Manager in the Department of Public Works is stronger since it is responsible for supervising a staff of seven, all permitting activity, and community relations for the Department.

The position in Salary Grade 009 that is most similar to the position under study is the Public Relations Manager in the Police Department. This position was created in 2004 and was originally in Salary Grade 007. In 2006 it was reallocated to Salary Grade 009 because of various changes that made the position a more central part of the Department. These changes included daily communications with the Mayor's Chief of Staff regarding crime developments and upcoming events, daily media hearings, providing media training and coaching to department personnel, and developing partnerships with the private sector to obtain resources for the Department. The position under study is not as strong when considering these changes but the original Salary Grade 007 would be appropriate.

Comparisons were also made to other management positions in the Fire Department that have responsibility for a specific function including the following two positions in Salary Grade 007:

Fire Personnel Officer in Salary Grade 007

The basic function of this position, under the general direction of the Deputy Chief of Administration, is to handle staff development and many aspects of personnel and contract administration. This includes supervising some of the civilian staff in the Administration Bureau; serving as a liaison to the Fire and Police Commission; monitoring and filling vacancies; overseeing development of personnel policies and work rules; responding to complaints; serving as a resource person on labor relations matters; and assisting with handling grievances.

Fire Dispatch Manager in Salary Grade 007

The basic function of this position is to administer the activities of the Communications Section, and be responsible for the prompt receipt and dispatch of Fire Department forces. This includes managing staffing of 26 employees and directly supervising five Fire Dispatch Supervisors; maintaining discipline; establishing and monitoring Section and Department policies; coordinating training sessions; and maintaining high standards of performance for personnel, equipment, and the work place.

Both of these positions also manage important functions within the Fire Department. Although these two positions have supervisory responsibilities and the position under study does not, the position under study does have a wider range of relationship responsibilities with media contacts, the Mayor's Office, Common Council, other Departments, and community groups.

The following table provides context to some of the other management and leadership positions in the Fire Department:

Title	Salary Grade	Rate of Pay
Fire Chief	18	(\$105,856 - \$148,195)
Business Finance Manager	9	(\$59,617 - \$83,460)
Fire Equipment Repairs Manager	8	(\$55,910 - \$78,271)
Fire Dispatch Manager	7	(\$52,469 - \$73,453)
Fire Equipment Repairs Supervisor		
Fire Personnel Officer		
Management & Accounting Officer	6	(\$49,222 - \$68,917)
Health & Safety Officer		
Network Coordinator-Associate	4	(\$43,328 - \$60,657)
Title	Pay Range	Rate of Pay
Assistant Fire Chief	867	(\$106,146 - \$128,991)*
Deputy Chief, Fire	865	(\$77,748 - \$94,441)*
Battalion Chief, Fire	863	(\$69,200 - \$84,036)*
Fire Captain	857	(\$61,595 - \$74,786)*
Fire Lieutenant	856	(\$54,835 - \$64,032)*

*2006 rates

Based on our review the management job evaluation factors should be as follows:

Factor	Level	Points
Impact and Accountability	7	104
Knowledge and Skill	6	80
Relationships Responsibility	7	46
Working Conditions	1	5
		<u>235</u>

Salary Grade 007 (231 - 265)

We further recommend the title of Fire Public Relations Manager to distinguish this position from the Public Relations Manager position in the Police Department.

Recommendation

Based on the above analysis we recommend this position be classified as Fire Public Relations Manager in Salary Grade 007.

Prepared by: Sarah Trotter
Sarah Trotter
Human Resources Representative

Reviewed by: M. Monteagudo
Maria Monteagudo
Employee Relations Director

JOB EVALUATION REPORT

Fire and Police Commission Meeting: November 1, 2007
Department: Milwaukee Fire Department, Fire Equipment Repair Facility
Incumbent: None – Position is Vacant

Present	Request
Title: Fire Equipment Welder	Title: Fire Equipment Welder/Mechanic
Salary: PR 733 (\$38,391 to \$47,367)	Salary Grade: PR 734 (\$38,391 to \$47,835)
Step: Not Applicable	Source: Department
Recommendation: Title: Fire Equipment Welder Salary: PR 734 (\$38,391 to \$47,835)	
Rationale: The requirements of this position now include state welding certifications, something not previously required. In addition, the position has incorporated fabricating duties associated with a position that was eliminated and some automotive mechanic duties associated with maintaining and repairing fire engines. Considering these changes, the recruitment difficulties the Fire Department has encountered, and current labor market conditions for welders, reallocation of this position to Pay Range 734 is warranted.	

Action Required

In the Salary Ordinance, delete the title "Fire Equipment Welder" from Pay Range 733 and add the title "Fire Equipment Welder" to Pay Range 734.

Background

In January of 2007, the previous Fire Chief, William Wentland, requested a study of the position of Fire Equipment Welder, PR 733, located in the Department's Fire Equipment Repair Facility. This position has been vacant for some time. It is paid \$38,391 to \$47,367 annually and is represented by the International Association of Machinists and Aerospace Workers District Number 10, AFL-CIO. In the aforementioned letter, the Chief stated that the Department had experienced considerable difficulty recruiting someone to transfer to this position. A subsequent communication dated October 11, 2007 from Fire Chief Holton *via* your Commission indicated that the Fire Department wished to reclassify this position to the position of Fire Equipment Welder/Mechanic. The job

description submitted with this request, subsequently revised on October 31, indicates that the position will perform a combination of fabrication, welding, and automotive mechanic duties.

In the past, the Fire Equipment Repair Facility always filled its vacant positions for skilled trades employees by recruiting them from other City departments. However, when the Repair Facility posted the position of Fire Equipment Welder, the City employee who was offered the job refused it because it was paid slightly less (\$286 annually) than the job he currently held. Our Department was consequently requested to evaluate whether the current rate of pay for the Fire Equipment Welder was appropriate. Since the time the study was requested, the Department assigned some of the duties associated with the Fire Equipment Welder to one of its Fire Equipment Mechanics.

Study Process

In studying this position, discussions were held with Deputy Chief Darrell Moore; Bruce Rahlf, Facilities Equipment Repair Manager; and Charles Stone, Facilities Equipment Repairs Supervisor. These discussions included a tour of the facilities at 100 East Virginia Street, an examination of repair work orders the types of repairs that the Fire Equipment Welder would be expected to make on fire vehicles and equipment. In addition, a meeting with all the parties was held with Dick Tupta, a welding instructor from Milwaukee Area Technical College, to discuss the state's welding certification requirements and tests and clarify the type of welding performed at the facility.

History of the Position

In 2004 the position of Fire Equipment Metal Fabricator was eliminated and its duties and responsibilities were transferred to the Fire Equipment Welder. The Fire Equipment Welder consequently began performing the duties associated with the Fabricator which included fabricating, installing, and maintaining heating and ventilating equipment; working with sheet metal copper, aluminum, and stainless steel to fabricate custom products used by the Fire Department; and fabricating and installing brackets, boxes, trays, dividers, and shelves to secure expensive and some electrically charged equipment onto fire engines, ladder trucks, and paramedic units. In addition, the position continued to perform welding duties.

Duties and Responsibilities

The job analysis indicates that there are three areas of responsibility associated with the position under study: 1. designing, fabricating, installing, and maintaining custom equipment and mountings on fire apparatus and in engine houses and 2. repairing apparatus and equipment using gas metal inert welding, brazing, and soldering and 3. maintaining and repairing departmental fire engines and related equipment. The fabrication duties were acquired from a position that was eliminated.

Discussions with the Fire Department representatives and the employee currently performing some of the duties of the position indicate that almost all of the welding performed at the present time is MIG welding, which is used to weld steel. The position is also required to weld aluminum ground ladders and roof ladders. In the future, the duties of this position may include performing welds on aerial ladders, which will require

an investment in training so that these welds can be made to the manufacturer's specifications.

Analysis

The job analysis indicates that an employee filling this position should be required to have two separate welding certifications issued by the state: 1. welding steel that is one-eighth of an inch and above and 2. welding steel that is three-sixteenths of an inch and under. Although the current job description does contain welding certification requirements, we recommend that more specific language be incorporated into the job description to correspond with the state's requirements. It should be noted that these certification requirements are new to the position.

In terms of compensation, the position under study cannot be readily compared with others outside of or from within the City's employ. It should be noted, though, that the difference in pay between the position under study and that of Electrical Services Welder, was the roadblock the Department encountered in attempting to hire a qualified person to fill the position via transfer from another City Department.

At the maximum of the range, the Electrical Services Welder is compensated \$47,653 and the Fire Equipment Welder is compensated \$47,367, a difference of 14 cents more per hour, which is approximately \$286.00 annually. Although the Department could recruit someone from the outside, it is questionable whether an adequate pool of candidates could be created to fill the position considering the current high demand for welders in the southeastern Wisconsin. In addition, there is at least one internal candidate who is interested in the position.

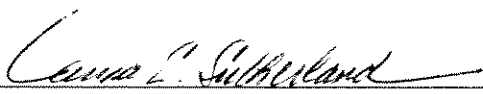
Considering the documented shortage of welders in the metropolitan area (see *MATC Addresses Local Welder Shortage*, Milwaukee Journal Sentinel, February 17, 2006; *Pilot Program Takes Flight: Tramont, MATC Hope Welding Skills Training Leads Reform*, Milwaukee Journal Sentinel, March 11, 2007; and *Construction Boom Keeps State Trades Workers Busy*, Milwaukee Journal Sentinel, August 23, 2007), it appears that the most practicable course of action would be to raise the rate of pay for this position.

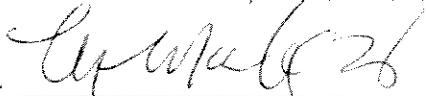
Although it could be argued that the rate of pay for Fire Equipment Welder should be increased to the same rate as the Electrical Services Welder, there are practical considerations that must be taken into account, the most important of which is that these two jobs are represented by two different unions with different labor contracts, job classifications, and systems of pay. It would therefore appear prudent, for the sake of clarity and consistency, for this position to remain within the group of job titles and pay system associated with its bargaining unit. The next logical pay level for the position under study is therefore Pay Range 734. If the position were moved to that level, its maximum rate of pay would increase by 1%, from \$47,367 to \$47,835 annually.

In terms of the title for this position, the Department has requested the title of Fire Equipment Welder/Mechanic, in Pay Range 734. Although we are recommending that the position be reallocated to the pay range requested, we are not in favor of combining the titles of "Welder" and "Mechanic" because the emphasis of this position is on fabricating and welding special parts used on fire engines and in fire houses, which is why the position requires two different state certifications in welding.

Recommendation

For the reasons stated in the analysis above, which take into account the revised job description submitted on October 31 listing duties and responsibilities, welding certifications required, incorporation of fabrication and automotive mechanic duties into the position, the recruitment difficulties the Fire Department has encountered, and current labor market conditions for welders, it is recommended that one position of Fire Equipment Welder, Pay Range 733, be reallocated to Pay Range 734 with no change in title.

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Maria Monteagudo, Employee Relations Director