



Department of Employee Relations

**Tom Barrett**  
Mayor

**Marla Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Troy M. Hamblin**  
Labor Negotiator

May 31, 2012

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

Dear Committee Members:                      Re: Common Council File Number 120173

The following classification and pay recommendations were approved by the City Service Commission on **May 29, 2012**.

In the Department of Administration-Budget & Management, two new positions were recommended for classification to Management Trainee, PR 2EX.

In Employee Relations:

One position of Business Operations Manager, PR 1EX was recommended for reclassification to Fiscal and Risk Manager, PR 2KX.

One position of Business Services Specialist, PR 2DN was recommended for reclassification to Business Operations Analyst, PR 2FX.

In Employees' Retirement Systems, one vacant position of Business Systems Coordinator, PR 2IX was recommended for reclassification to ERS Systems Administrator, PR 2IX.

In DPW – Water Works:

One position of Network Manager, Pay Range 1GX was recommended for reclassification to Water Information Technology Manager, Pay Range 1IX.

One position of Data Base Analyst, Pay Range 2JX was recommended for reclassification to Water Information Technology Supervisor, Pay Range 1FX.

One position of Network Coordinator- Senior, Pay Range 2GX was recommended for reclassification to Automated Systems Supervisor, Pay Range 1DX.

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

Sincerely,

**Maria Monteagudo**  
Employee Relations Director

MM:fcw

Attachments:    4 Job Evaluation Reports  
                         Fiscal Note

C: Mark Nicolini, James Carroll, Troy Hamblin, Nicole Fleck, Victoria Robertson, Sharon Robinson, Jerry Allen, Beth Conradson-Cleary, Kelly Reid, Carrie Lewis, Laura Daniels, Eldon Gartzke, and Adam Wickersham

JOB EVALUATION REPORT

City Service Commission Meeting: May 29, 2012

Department: Department of Administration – Budget and Management Division

| Current           | Request  | Recommendation  |
|-------------------|--|---|
| Two New Positions | Management Trainee<br>2 positions<br>To be Studied | Management Trainee<br>2 positions<br>PR 2EX (\$44,194 - \$61,871) |

In the Salary Ordinance, under Pay Range 2EX, add the title “Management Trainee” with designation “2” to read as follows:

(2) Incumbents are limited to the minimum of the pay range.

In the Positions Ordinance, under Department of Administration, Budget and Management Division, add two positions of “Management Trainee”.

**Background**

This report creates the title of Management Trainee intended to be used for the Management Training Program for the City of Milwaukee. The purpose of the program is to create employment opportunities for local college-trained professionals to pursue careers in public service with the City of Milwaukee. The program will enable the City of Milwaukee to recruit and hire such individuals for specific periods of time in limited term assignments until permanent placement opportunities are available. In accordance with CSC Rule VIII Section 11, appointment of Management Trainees will be for a fixed term not to exceed one year. However, flexibility to extend an appointment for an additional three months at the discretion of the City Service Commission should be considered and established under the appropriate section of the rules. At the discretion of appointing authorities, successful Management Trainees could be appointed to regular professional positions in accordance with civil service rules.

These Management Trainees could be placed in assignments throughout city government beginning in the fall of 2012 and would be funded within the Department of Administration. Departments will be able to submit applications for the use of these positions which will be evaluated by the Department of Employee Relations and the Budget and Management Division.

Expansion of the program beyond the initial two positions would be possible through the use of specific department’s funds and use of Auxiliary Resource Program position authority. In this case departments could consider candidates from the Management Trainee eligible list for a specific Management Trainee position.

## Professional Level Duties and Responsibilities

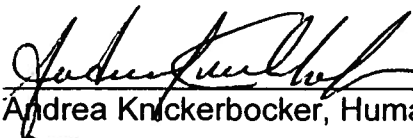
Management Trainees will complete professional level work within a city department. This will include work in the following categories:


- Financial such as budgeting, accounting, financial planning
- Organizational development and human resources such as staffing, compensation, classification, labor relations, or employee benefits
- Operations support and management analysis such as support for department's Accountability in Management (AIM) reporting, productivity analysis of operations, and research regarding best practices
- Planning functions such as strategic planning, business plan development, neighborhood planning and statistical analysis
- Scientific and Technical functions

Candidates for the position of Management Trainee will include a Bachelor of Arts or Science or higher level degree in an appropriate field of study related to the particular assignment.

## Analysis and Recommendation

It is recommended that this position of Management Trainee be placed into Pay Range 2EX. This will allow a competitive rate of pay for recent college graduates to be considered for entry level positions in a variety of professional level assignments within city government. However, because this is a designated trainee position we recommend a footnote indicating that incumbents are limited to the minimum of the pay range.

Prepared by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Montegudo, Employee Relations Director

**Job Evaluation Report**

City Service Commission Meeting: May 29, 2012

Department: Employee Relations

| <b>Current</b>  | <b>Request</b>    | <b>Recommendation</b>                                       |
|---|-------------------|---|
| Business Operations Manager<br>PR 1EX (\$57,028 - \$79,836)   | Study of Position | Fiscal and Risk Manager<br>PR 2KX (\$64,805 - \$90,728)     |
| Business Services Specialist<br>2DN (\$41,458 - \$58,037)   | Study of Position | Business Operations Analyst<br>PR 2FX (\$47,109 - \$65,957) |
| The reclassifications stem from a shift of duties and responsibilities within DER budget preparation and related financial responsibilities and the creation of a formal risk management function to address the associated risk placed upon the City based on loss prevention and risk assessment needs in relation to health care and worker compensation expenditures. DER believes that the restructuring of these two positions will be critical in providing city officials and administrators with the right tools and information for decision making in such volatile areas. |                   |   |

**Action Required**

In the Salary Ordinance, under Pay Range 2FX, add the title "Business Operations Analyst" and under Pay Range 2KX, add the title "Fiscal and Risk Manager".

In the Positions Ordinance, under the Department of Employee Relations, Administration Division, Business Section, delete one position of "Business Operations Manager", one position of "Business Services Specialist" and add one position of "Fiscal and Risk Manager" and one position of "Business Operations Analyst".

**Background**

The recent retirement of the former Business Operations Manager and the need to establish a formal risk management function in a Department that was responsible in 2011 for over \$150 million in employee health care and worker compensation expenditures has resulted in the restructuring of various functions of the budget, fiscal management, expenditure control and administration of special purpose accounts within the Department of Employee Relations. This restructuring has significantly changed the nature of work and level of responsibility for the Business Operations Manager and the Business Services Specialist positions.

**Current:** Business Operations Manager PR 1EX  
**Recommendation** Fiscal and Risk Manager PR 2KX

DER has worked with the Budget and Management Division of the Department of Administration, healthcare vendors and consultants in formulating strategies to project healthcare and worker compensation expenditures over the years. These partners have played a key role in establishing benefit plan design changes and options to help the City control the rate of increases in health care costs while encouraging more appropriate utilization of the benefits provided.

In 2012 the City's financial risk exposure for health care benefits increased significantly when the City became fully self-funded. As a result of this change, the City now assumes 100% of the risk for health care claims volatility. In past years the city's insured plan covered over 80% of the health care account's expenditures and the City's level of risk was much lower. Currently the City's combined budget for health

care benefits and worker's compensation is approximately \$130 million which can vary greatly from year to year depending on utilization experience along with the number and severity of workplace injuries.

The shift from an insured health plan to a self-funded health plan in 2012 and the associated risk placed upon the City requires DER to be more vigilant about monitoring volatility and conducting research and analyses on issues that affect loss prevention and avoidance, risk assessment, and minimizing susceptibility to risk. As a result the position of Business Operations Manager has been restructured from focusing primarily on budget planning, preparation and monitoring to analyzing worker's compensation expenditures and actual healthcare claims costs and utilization trends and how they are influenced by economic conditions and benefit design changes. DER believes that the restructuring of this position will be critical in providing city officials and administrators with the right tools to ensure the right controls are in place to protect the City from adverse results.

This position will also play a critical role in the success of the City's continued efforts to increase departmental accountability for safety and injury prevention. In 2009 the City implemented a Risk Management Model to help mitigate a large disconnect between workplace safety at the departmental level and the impact of departmental injuries on worker's compensation expenditures funded in a special purpose account in DER's budget. The position will be responsible for working with key departments to increase the impact of the Risk Management Model by evaluating current safety plans and practices, determining the effectiveness of those practices and working to ensure the success of safety strategies and initiatives. The position will also help expand the Risk Management Model to other City departments as warranted.

A reclassification of the Business Operations Manager position in DER is necessary in order to implement this re-structuring. This position has traditionally been responsible for managing the overall financial operations of the Department including budget preparation and expenditure control, procurement, inventory control, network administration, front desk and payroll administration, as well as infrastructure and capital improvement/remodeling functions. Risk management functions and associated analysis and policy formulation responsibilities were not part of this position. The scope of responsibility for this position now includes:

- analyzing the city's health utilization and safety data and trends along with expenditure experience to develop more sophisticated methods for projecting the health care and worker's compensation budget;
- monitoring and project expenditures on a quarterly and annual basis and recommend strategies to control program experience and expenditures;
- conducting research and analyses on issues that affect loss prevention and avoidance, risk assessment, and how to minimize the City's susceptibility to risk;
- compiling statistical data and preparing summary reports of a technical nature on a variety of risk related topics (i.e. safety, health care) of interest to policy makers and Elected Officials;
- developing long term goals and strategies pertaining to health care administration and safety and risk management and recommending viable solutions to policy makers and Elected Officials; and,
- serving as liaison with Departments, third party administrators and consulting partners on matters pertaining to data analysis and reporting and key liaison with the Budget and Management Analysis Division on budget forecasting and fiscal management.

In determining the appropriate classification and pay range allocation for this position, the job evaluation process identified the Business Operations Manager and Fiscal Planning Specialist Senior as internal comparables. Business Operations Managers in Pay Range 1FX are found in the Milwaukee Health Department, the Milwaukee Public Library and the Port of Milwaukee. These positions direct the administrative services of their respective departments in the areas of budget and finance, grants

management, payroll, procurement services buildings and grounds services, and purchasing. The Fiscal Planning Specialist Senior classification in Pay Range 2KX is found in the Budget and Management

Division. This position is responsible for monitoring the City's fiscal condition and analyzing the impact of policy decisions on the city's long term fiscal health. Specific responsibilities include reviewing and analyzing sections of the City budget that have long term direct cost and fiscal implications such as pensions, employee health care benefits, wage rates, City debt, and City reserve funds.

The level of impact, consequence of error, complexity and difficulty of the Business Operations Manager position in DER is most comparable to the Fiscal Planning Specialist Senior classification in the Budget and Management Division given the city-wide policy and fiscal implications and scope of responsibility. We therefore recommend a reclassification of this position from Business Operations Manager in Pay Range 1EX to a new classification of Fiscal and Risk Manager in Pay Range 2KX.

|                       |                                     |               |
|-----------------------|-------------------------------------|---------------|
| <b>Current:</b>       | <b>Business Services Specialist</b> | <b>PR 2DN</b> |
| <b>Recommendation</b> | <b>Business Operations Analyst</b>  | <b>PR 2FX</b> |

In conjunction with the realignment of responsibilities described above, many activities associated with budget preparation, expenditure processing and tracking, and on-going monitoring of departmental special purpose and reimbursable accounts, operational accounts and trust funds have been delegated to the Business Services Specialist in Pay Range 2DN. In addition, this position is responsible for:

- monitoring accounts payable, accounts receivable and overseeing procurement, inventory control and contract administration functions;
- providing oversight over input of all statistical and financial data related to DER accounts in the appropriate spreadsheets and programs and making recommendations on data collection and tracking according to changes in program design and data availability;
- serving as the coordinator for the City's Flexible Choices Program and functions as a billing and enrollment liaison with HACM; and
- serving as the resource person regarding FMIS financials and manage security measures for the program.

This represents a significant change in terms of the difficulty and complexity associated with this position's work. The position's primary role has shifted from one of "providing administrative support" to actually performing work requiring analytical skills, a high degree of independent judgment and thorough understanding of financial principles under limited supervision. The position also provides oversight and direction to a Program Assistant I responsible for assisting in expenditure tracking, bill processing and payment, and other administrative functions.

This position's complexity and the impact or consequence of error can be established by analyzing the table below.

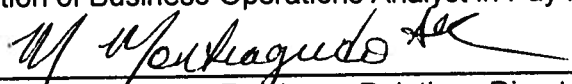
| Vendor/Agency            | Function  | Scope of Responsibility   | Volume  |
|--------------------------|---|---|---|
| United Health Care       | Process all medical claims incurred by active and retired employees for EPO and PPO Health Plans. | Payment and tracking of all claims and administrative invoices for EPO and PPO Health Plans for active and retired employees. Determine usage of funds available for payment. Bill Parking and Water Departments and City agencies for their healthcare coverage. | EPO Budget: \$89,600,000;<br>EPO Participation: 7,230<br>PPO Budget: \$16,600,000;<br>PPO Participation: 2,872<br>Admin Account Budget: \$7,800,000 |
| MedCo                    | Pharmacy and prescription medication  | Payment and tracking of all claims and administrative invoices for EPO and PPO Pharmacy Claims for active and retired employees. Determine usage of funds available for payment.  | Budget and volume included in United Healthcare numbers.  |
| Dental Plan Providers    | Provide Dental Insurance  | Payment of premiums for all dental plans. Determine usage of funds available for payment. Bill City departments and agencies for dental coverage.   | Dental Budget: \$2,200,000<br>Dental Participation: 5,600   |
| Workforce Health         | Health Risk Assessment (HRA)  | Create and organize annual database for health care and wellness mailings, participation, and completion, including data coding and manipulation.   | Participation: 7,685;<br>Participation: 1,100   |
| TALX                     | Employment Verification<br><br>Unemployment Compensation  | Generate file for biweekly employment verification, process monthly payments for Employment Verification, I-9 invoices, and unemployment compensation fees.   | N/A   |
| Standard Insurance       | Long Term Disability  | Create monthly payment for Base Plan (LTD1) and employee elected buy downs - LTD2A (120 Days) , LTD2B (90 Days), and LTD2C (60 Days).   | LTD Budget: \$865,000<br>Participation LTD1: 3,500<br>Participation Buy Downs: 1,316  |
| EFlexgroup               | Flexible Spending Accounts  | Generate bi-weekly eligibility file, process weekly payments for usage of medical, dependent care, and parking Accounts. Serve as liaison with Eflexgroup to resolve employee issues and discrepancies.   | Admin Budget: \$95,000<br>Participation: 1,865  |
| Corvel                   | Medical Bill Review and Re-Pricing  | Process weekly payments for WC medical payments and bi-weekly payments for PPO charges. Work with representatives and WC staff to resolve discrepancies and problems.   | WC Budget: \$13,334,000   |
| MPS                      | Workers Compensation  | Create billing for reimbursement of work comp claims from MPS.  | 2011 Reimbursement \$5,921,000  |
| MEDC, HACM, RACM, WCD    | City agencies covered by Health and Dental through City umbrella coverage                         | Establish billing mechanism to recover employee paid and employer paid health and dental premiums. Monitor payments and reimbursements and reconcile discrepancies.   | Approx 2011 Reimbursement Total: \$2,907,000  |
| Parking and Water        | City Departments that reimburse DER for Health, Dental and Work Comp                              | Run monthly queries to determine participation in health and dental and bill departments for the employer portion. Bill and process worker compensation claims and reimbursements.  | 2011 Reimbursement Total: \$8,544,000   |
| Milwaukee Transit System | Commuter Value Pass Program   | Audit invoices and process payments. Determine usage of funds available for payment.  | Budget: \$115,000<br>Participation: 320   |

As demonstrated by the summary above, this position's scope of duties for critical billing, payment processing, reimbursable reconciliation, eligibility tracking and reporting carry a great amount of responsibility and high consequence of error. For example, a late or erroneous payment could result in fines, interest charges or late fees and even the potential cancellation of a key benefit. In addition, delayed or improper timing of payments could also misrepresent ongoing expenditure trends, skew projections for key accounts and cause errors in budget formulation.

This position's new responsibilities and levels of impact and accountability are comparable to other journey level professional classifications in the City including the Budget and Management Analyst Senior in the Budget Office, the Claims Adjuster Specialist and the Human Resources Analyst Senior in the Department of Employee Relations, and the Procurement Specialist in the Department of Administration. The position's minimum requirements are a Bachelor's Degree from an accredited college or university in Public Administration, Business Administration, Accounting or a closely related field and four years of progressively responsible experience in accounting, budgeting and/or financial management. The knowledge, skills and abilities of this position include ability to work independently, prioritize tasks, coordinate several projects simultaneously, advanced knowledge and understanding of PeopleSoft financial management information system, knowledge and understanding of the city's budget process and procedures related to budget preparation and administration, and attention to detail and accuracy as well as ability to work with confidential and sensitive information.

Given the significant changes impacting the nature of work of this position and the level of responsibility, it is therefore recommended that it be reclassified from Business Services Specialist in Pay Range 2DN to a new classification of Business Operations Analyst in Pay Range 2FX.

Prepared by:

  
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Maria Monteaquedo, Employee Relations Director



**Job Evaluation Report**

City Service Commission Meeting: May 29, 2012  
 Department: Employee's Retirement System

| <b>Current</b>   | <b>Request</b>    | <b>Recommendation</b>                                     |
|--|-------------------|---|
| Business Systems Coordinator<br>Vacant<br>PR 2IX (\$57,028 - \$79,836) | Study of Position | ERS Systems Administrator<br>PR 2IX (\$57,028 - \$79,836) |

**Action Required**

In the Salary Ordinance, under Pay Range 2IX, add the title "ERS Systems Administrator" with designation "3" to read as follows:

- (3) Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

In the Positions Ordinance, under Employees' Retirement System, Information Systems, delete one position of "Business Systems Coordinator" and add one position of "ERS Systems Administrator".

**Background**

The Employees' Retirement System (ERS) has requested a study of a vacant position entitled Business Systems Coordinator in Pay Range 2IX. One of the goals of the Pension and Annuity Board and the ERS is to decrease costs associated with outsourcing information technology work by gradually adding skilled information technology employees to its staff. In studying this request, documentation in the form of a revised job description submitted by the department was reviewed and discussions were held with Beth Conradson-Cleary, Deputy Director of the department, and Kelly Reid ERS Chief Technology Officer.

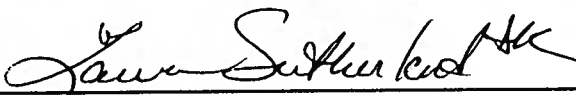
The basic function of this position, which will work under the general direction of the Chief Technology Officer, is to analyze, plan, and coordinate the installation, testing, operation, troubleshooting, and maintenance of hardware and software systems for the Employees' Retirement System. The term "systems administrator" is used because the job's responsibilities include both hardware and software systems. Specific duties and responsibilities include maintaining servers and desktops; maintaining and supporting a storage area network and VmWare; troubleshooting issues with systems; maintaining the Exchange email environment; ensuring that proper security protocols and guidelines are followed; implementing new initiatives; and providing cost/benefit analysis of proposed projects.

The qualifications for the position, as reflected on the description written by the department include a bachelor's degree in management information systems and a total of four years of experience in the following areas: Microsoft Exchange Servers; VmWare; storage area networks; Active Directory; Windows 2003+ servers. It should be noted that these requirements have not been assessed for purposes of recruitment and staffing. The Staffing Division of the

Department of Employee Relations will conduct a different job analysis that will produce a detailed list of the knowledge, skills, abilities, and attributes required to enter the job.

In reviewing the hierarchy of information technology job classifications used in City government, we are recommending that this remain at the current compensation level in Pay Range 2IX (\$57,028-\$79,836). Systems administrators with independent responsibility for managing information systems for a department (except the Water Works) are allocated to a higher pay level, in 1GX, with a range of \$64,805 to \$90,728. These independent "systems administrators" are located in the Milwaukee Public Library, Department of Neighborhood Services, and Milwaukee Municipal Court. The position under study reports to the ERS Chief Technology Officer in Pay Range 1MX (\$95,030-\$133,049.)

It is therefore recommended that the position of Business Systems Coordinator, PR 2IX be reclassified to ERS Systems Administrator, PR 2IX. To assist the ERS in recruiting a well-qualified individual for this position we are also recommending that the department be allowed to hire an individual at any point in the pay range with the approval of the Department of Employee Relations and the Common Council's Chair of Finance and Personnel.

Prepared By:   
Laura Sutherland, Human Resources Representative

Reviewed By:   
Andrea Knickerbocker, Human Resources Manager

Reviewed By:   
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting: May 29, 2012  
 Department: Department of Public Works-Water Works

| <b>Current</b>   | <b>Request</b>      | <b>Recommendation</b>   |
|--|---------------------|---|
| Network Manager<br>PR 1GX (\$64,805 - \$90,728)            | Study of Position   | Water Information Technology Manager<br>PR 1IX (\$73,627 - \$103,077)   |
| Data Base Analyst<br>PR 2JX (\$60,809 - \$85,129)          | Retitle of Position | Water Information Technology Supervisor<br>PR 1FX (\$60,809 - \$85,129) |
| Network Coordinator-Senior<br>PR 2GX (\$50,206 - \$70,295) | Study of Position   | Automated Systems Supervisor<br>PR 1DX (\$53,519 - \$74,922)            |

**Action Required – Effective Pay Period 13, 2012 (June 10, 2012)**

In the Salary Ordinance, under Pay Range 1IX, add the title “Water Information Technology Manager”; under Pay Range 1FX, add the title “Water Information Technology Supervisor” and under Pay Range 1DX, add the title “Automated Systems Supervisor”.

In the Positions Ordinance, under Department of Public Works – Water Works, Business Organization, Technical Services, delete one position of “Network Manager (X)(Y)”, one position of “Data Base Analyst”, one position of “Network Coordinator-Senior(X)” and add one position of “Water Information Technology Manager (X)(Y)”, one position of “Water Information Technology Supervisor” and one position of “Automated Systems Supervisor (X)”.

**Background**

The Milwaukee Water Works has requested that three of its information technology (IT) positions be studied for appropriate job classification and pay level. In studying this request the following documentation was reviewed:

- Job analysis questionnaires completed by employees performing the work and reviewed by immediate supervisors
- Revised job descriptions submitted by the Water Works;
- A list of all information technology systems for which the Water Works is responsible
- Detailed information about enQuesta™, the utility’s multifaceted customer service/billing system
- Job descriptions for IT positions from the Des Moines Water Works and the St. Paul Regional Water Services
- Occupational information from the American Water Works Association, and O’Net, the Department of Labor’s online career information center was reviewed
- Detailed information regarding SCADA concepts, architecture, and trends
- Additional written information regarding the duties and responsibilities of the Automated Systems Supervisor provided on May 22, 2012 by the Administration and Projects Manager

Interviews were held with the employees performing the jobs under consideration: Eldon Gartzke, the Network Manager and Adam Wickersham, the Network Coordinator-Sr. These

interviews were held at their respective work areas and included an examination of systems used and a tour of facilities. Discussions were then held with Laura Daniels, the Administration and Projects Manager who serves as the second-in-charge of the water utility.

**Current: Network Manager PR 1GX**  
**Recommendation: Information Technology Manager PR 1IX**

The Network Manager serves as the top information technology position for the Milwaukee Water Works (MWW) and is responsible for planning, directing, coordinating, implementing, and evaluating all information technology systems for the water utility with a budget that ranges from \$3M and \$4M annually. The networks managed by this position are not supported by the Department of Administration-ITMD staff or the DPW-Administration Division IT staff.

This manager supervises five IT professionals and works under the general direction of the Administration and Projects Manager. Following is a list of the major IT systems and services provided by the IT section of the Water Works

- The billing/customer service information system (called enQuesta™)
- Geographic information systems (GIS) used by water infrastructure design and water distribution mapping
- All servers and networks for MWW workstations
- All hardware and software applications associated with some 240 workstations
- User support, including troubleshooting
- The MWW website
- MWW's customer service phone system
- Information technology related to automated meter reading

The Milwaukee Water Works serves a population of 867,000 in 16 communities with a service area of 196 square miles. In 2010 the Water Works collected \$180M in charges and fees, processing 515,000 transactions; \$135.5M was collected in 2011 representing 379,000 transactions. In addition to billing for water services, the Water Works also produces bills for services provided by the Milwaukee Metropolitan Sewerage District.

A staff of five IT professionals independently provides the day-to-day support for these systems. These employees maintain servers; implement and maintain database management systems; control networks and communications; provide workstation support to employees; ensure the security of networks, hardware and software; and maintain applications software. An important part of this manager's job is consequently directing, training, coaching, and motivating a technical staff. If necessary, the Network Manager also recommends discipline.

Short and long-term strategic planning is a critical component of this job to ensure that the Water Works is equipped with adequate information technology systems now and in the future. As with all virtually all businesses, information technology has come to play an increasingly greater role in the water utility. Planning includes such duties as working with stakeholders from inside and outside of the department to establish goals and objectives; assessing the impact that proposed changes will have on other parts of the organization; researching hardware and software; analyzing costs; creating budgets; developing requests for proposals, and assessing the qualifications of vendors. The projects for which this manager is responsible are usually complex, involve many stakeholders, require implementation over months or years, and carry a

significant financial impact. As a consequence, it is imperative for the manager filling this position to possess high-level project management skills.

In carrying out projects and directing day-to-day work, the Network Manager coordinates work with other managers in the Water Works such as the Civil Engineer V in charge of water engineering, the Water Quality Manager, Water Distribution Managers and Water Plant Managers. In this position works with the IT Division of the Department of Public Works in regard to IT infrastructure and provide data to outside agencies including auditors, the Public Service Commission, the Wisconsin Department of Natural Resources, U.S. Environmental Protection Agency, and Department of Homeland Security.

The job analysis indicates that this position requires a high degree of technical knowledge in a number of areas including: the administration of a complex customer service/billing system; network services; database design; data storage; security, and telephony. In addition, as previously discussed, this manager must possess high-level project management skills, the ability to establish and maintain business relationships, and skill in leading and directing a technical staff. An information technology manager of this level typically requires a bachelor's degree in information technology and a minimum of eight years of professional experience in the field, some of which has been in a leadership capacity. It should be noted that the qualifications included in this discussion have not been assessed for purposes of staffing. The type of job analysis performed for staffing is a separate process that produces a thorough and detailed list of KSAs an employee must possess upon hire.

The study indicates that the scope of responsibility associated with this job, its impact upon the operations of the water utility, and the knowledge and skills need to successfully perform the job have increased significantly since the position was last studied in 1999 during the last City-wide study of information technology jobs. As a result of that study the position was reclassified from Salary Grade 07 to Salary Grade 10. The present Network Manager, Mr. Eldon Gartzke, served on the team that replaced the previous customer service/billing system with the one now in use. His role was that of in-house technical expert. This required extensive research into software and hardware requirements, a number of cost-benefit analyses, the development of a major request for proposal, a data center upgrade, and very close coordination with the creators of the system. To the credit of the Water Works, the implementation team, and Mr. Gartzke, the new system was implemented without disruption to any services provided by the utility.

The major components of the new system, called EnQuesta™, are primarily but not exclusively an Oracle database management system. It incorporates accounts receivable for both the water utility and the Sewerage District; an interactive voice system; email; a web interface; and interface with the meter reading system. These features required an understanding of computer-telephone-web interfaces and interactive voice mail programming.

One change that has impacted the responsibility and level of knowledge associated with this position was the addition of charges for solid waste (sewer) and impervious square footage to the City's water bills, which resulted in the need for a new storage area network, which is a separate dedicated network, to handle the increased volume of data and allow multiple server access. The addition of servers and operating systems now requires more responsibility for security and disaster recovery planning. Knowledge of more complex data center organization, cabling, and switching is now required for the day-to-day operation of servers and trouble shooting. As a result of an increased emphasis upon security a position of Water Security Manager was added to the staff of the position under study. Although these types of changes are typical of the changes that most IT managers have experienced, they nevertheless warrant

mention because they have affected the level of responsibility and knowledge/skill required for the job.

In the field of information technology, the particular set of knowledge, skills, abilities, and attributes of the employee performing the job very often has a significant impact upon the level of work performed. For that reason, it is not only appropriate to discuss the requirements of the job, apart from the person holding the job, but to also take into consideration the knowledge, skills, abilities, and attributes of the employee performing the work. The employee filling this job, Mr. Eldon Gartzke, is a Certified Public Accountant (CPA), which is relevant to all of the Water Works business operations. He has been responsible for the networks and all components of the Water Works for 20 years. Prior to that time, Mr. Gartzke worked for several years as a Systems Analyst in what is now the Department of Administration-Information Technology Management Division. Mr. Gartzke's knowledge/skills and long term experience within the Water Works have impacted the level and scope of responsibility of this position.

The chart below lists the job classifications of information technology managers in departments not including the Department of Administration's Information and Technology Management Division (ITMD). For reference, the Chief Information Officer for ITMD is allocated to PR 1NX (\$101,294 - \$141,815).

#### Information Technology Management Job Classifications in City Government

|                                     | Department   | PR         | Min             | Max             |
|-------------------------------------|--------------|------------|-----------------|-----------------|
| ERS Chief Technology Officer        | ERS          | 1MX        | \$95,030        | \$133,049       |
| Police Information Systems Director | Police       | 1MX        | \$95,030        | \$133,049       |
| Functional Applications Manager     | Comptroller  | 1IX        | \$73,627        | \$103,077       |
| Public Works IT Manager             | DPW          | 1IX        | \$73,627        | \$103,077       |
| Network Manager                     | Library      | 1GX        | \$64,805        | \$90,728        |
| Network Manager                     | Court        | 1GX        | \$64,805        | \$90,728        |
| Network Manager                     | DNS          | 1GX        | \$64,805        | \$90,728        |
| <b>Network Manager</b>              | <b>Water</b> | <b>1GX</b> | <b>\$64,805</b> | <b>\$90,728</b> |

Responsibility for the customer service/billing system is a critical responsibility for this job. EnQuesta™ is a large multifaceted IT system with an interactive voice component, email, web interface, and interface with the automated metering system. In addition, this position is responsible for establishing and maintaining the utility's networks and components, databases, data storage, security, and user support. Considering the size and complexity of the customer service/billing system, its financial significance, and impact upon the Water Works and its customers and all of the other responsibilities for which this manager is responsible, it appears that the level of responsibility warrants and an upgrade to a higher pay level.

The level of responsibility and knowledge/skill associated with the Network Manager in the Milwaukee Water Works has increased significantly since the position was last studied in 1998. These changes have been driven by a significant increase in the scope of responsibility, added complexity of the computing environment, increased reliance upon information technology by the water works, and a much greater emphasis upon the security of all systems including those associated with information technology. Considering the changes to the position and the internal job comparisons we recommend this position be reclassified to Information Technology Manager and allocated to PR 1IX comparable to the Public Works IT Manager.

**Current: Data Base Analyst PR 2JX**  
**Recommendation: Information Technology Supervisor PR 1FX**

The Water Works has redefined this job, which is reflected in an updated description for the position which was written in February of 2011. Working under the direction of the IT manager for the Water Works, the employee in this supervisory position, which is currently vacant, will support network services, design and maintain databases, provide direction to staff, and assist the Network Manager long and short-term planning which will include researching IT hardware and software, cost-benefit analyses, and budget preparation.

The major areas of responsibility associated with this job and the most notable duties associated with each area are listed below.

Network Administration

Includes the installation, configuration, and maintenance of server hardware, virtualization software, operating systems, and application software, ensuring the functionality of IT systems in specific areas; and performing day-to-day work administering the department's networks and City's email system as it is used by the Water Works

Network Storage Management

Includes installing, configuring, monitoring, and maintaining network storage technologies, including virtual storage; insuring that backup systems run correctly; maintaining current documentation

Database Design and Administration

Includes designing and maintaining databases used in technical production areas associated with enQuesta™, the SCADA system, building maintenance, water engineering, accounting, and other areas; troubleshooting; performing recovery operations; updating and maintaining records as requested; serving as an in-department expert on database design and administration; training employees as required

Workstations and Network Services

Includes supporting hardware and software, operating systems and applications that include Windows XP and later. Specific duties include patching and coordinating with the ITMD staff in upgrading systems and resolving issues.

Management

Includes working with vendors as directed by the Network Manager to identify hardware and software solutions, within cost limitations, to meet current and future needs of the water utility; recommends network server and storage equipment for purchase during the budget process

Staff Supervision

Includes supervising and directing the work of a Network Coordinator-Senior and two Network Coordinator Associates; assisting the Network Manager with reports and special projects; and representing the Network Manager in his absence.

The job analysis indicates that this position requires a bachelor's degree in information technology and a minimum of four years of experience in network administration and

database development and administration, with an emphasis upon database administration.

Considering the level of technical knowledge that the employee filling this position must possess and the fact that supervisory and management responsibilities have been added to the job, we recommend that this position be paid in the same range but be given the new title of Information Technology Supervisor in PR 1FX.

**Current: Network Coordinator-Senior PR 2GX**  
**Recommendation: Automated Systems Supervisor PR 1DX**

Reporting to the Water Plant Automation Manager, the employee performing this job supervises three Automated Systems Specialists and an independent contractor who provides expertise in Oracle database design and administration. The major areas of responsibility associated with this job are as follows:

- SCADA systems
- Network security and administration using Active Directory
- The computerized maintenance management system (CMMS)
- Network infrastructure
- Staff direction and support

SCADA is an acronym for supervisory control and data acquisition and is the standard term for an automated system that gathers and analyzes data in real time. SCADA systems are widely employed in industries, public and private infrastructure, and facilities management. In industry, SCADA monitors such processes as manufacturing and refining operations. SCADA is used in infrastructure for such processes as water treatment and distribution and electrical power transmission and distribution. When SCADA is used in facilities, a common use is monitoring heating/cooling systems and energy consumption.

The duties and responsibilities associated with each of these areas are provided in the following narrative.

#### SCADA Network Administration

This network is not supported by the Department of Public Works or the Department of Administration's IT staff. Duties include working with the Water Plant Automation Manager and Oracle database contractor to design, integrate, and test SCADA; installing, configuring, and maintaining server hardware, virtualization software, operating systems and applications software; maintaining storage technologies; ensuring that backup operations work as planned; installing and customizing software; providing "on call" support for emergencies and off-hour problems; installing and maintaining network switches at remote sites; developing and implementing backup strategies to ensure data integrity and recoverability; and recommending replacement software and hardware.

#### Network Security - Active Directory

Includes establishing user login and group policies, installing antivirus software, performing computer audits, and performing backups of the entire SCADA network.



Computerized Maintenance and Management System (CMMS)

Includes supporting Crystal Web Reporting as related to the CMMS system; providing day-to-day support for users; and supporting the iService web interface to the CMMS.

Network Infrastructure

Includes configuring, maintaining, and making changes to Cisco network switches and servers; maintaining personal workstations which currently number about 120; reloading programs into programmable logic controllers (PLCs); working with DPW's IT staff to configure and maintain firewalls; and monitoring and maintaining a storage area network.

Staff Direction and Management

Includes supervising three technical employees who carry out the day-to-day maintenance of the system and create applications and directing the Oracle database specialist; working with vendors in coordination with the Water Plant Automation Manager and Water Security Manager to identify hardware and software solutions; and recommending hardware and software to be included in the budgeting process.

Changes in the duties and responsibilities of the position include the introduction of an Active Directory structure that replaced a UNIX-based system that is not supported by the Department of Administration's ITM Department or DPW's IT group. Due to the complexity of a Windows-based system which features a high level of redundancy, the responsibility of the job has increased, as well as the level of knowledge and skill required to successfully perform the job. In addition, the employee filling the job has responsibility for the security of hardware and is responsible for changing Cisco switches, something previously done by DPW's IT staff. Changing switches is a critical part of the job.

The knowledge, skills, abilities, and attributes (KSAs) required for successful job performance include knowledge of SCADA, Oracle, Crystal Reports, database development and maintenance; database security; and a basic understanding of the processes and equipment used in water treatment. The employee performing the job must also have skill in troubleshooting problems with hardware and software; the ability to direct, train, and coach employees; the ability to successfully manage projects; the ability to work with water plant personnel and other utility employees; and the ability to respond to emergencies on a 24/7 basis and remain calm while doing so.

The certifications most likely to be required for job include the following, listed in order of their importance and applicability to the duties and responsibilities of the job: certification by Rockwell to administer the SCADA system (required by Rockwell); Microsoft Certified Solutions Expert; and Cisco Certified Network Architect.


The job analysis indicates that this position requires a bachelor's degree in information technology and a minimum of four years of professional IT experience, a significant portion of which should include the administration of a SCADA system and the use of Oracle. It should be noted that the requirements, certifications, and KSAs included in this discussion have not been assessed for purposes of staffing. The type of job analysis performed for staffing is a separate process that produces a thorough and detailed list of KSAs an employee must possess upon hire.

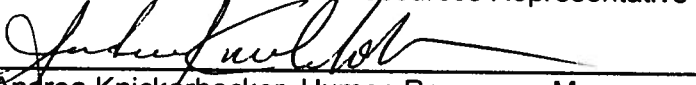
In comparing this job to other related positions in City government, the existing series of IT Support Specialist offers the most relevant comparison. This series consists of the following job classifications:

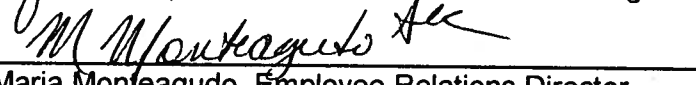
- IT Support Specialist-Senior PR 2GN \$50,206 - \$70,295
- IT Support Specialist PR 2EN \$44,194 - \$61,871
- IT Support Associate PR 5GN \$40,589 - \$48,721

Employees in these job classifications perform a variety of professional duties to support network services and assist users throughout the Department of Public Works, except in the Water Works. Although employees in these job classifications, particularly those at the senior level, can and do provide direction to other employees, it is not a significant part of the job. In contrast, the Network Coordinator-Senior under consideration has formal supervisory responsibility for other employees.

Due to the fact that the Water Works maintains its own network and that the position under consideration supervises three technical employees, we recommend reclassifying the position a grade level above that of IT Support Specialist-Senior. We therefore recommend that Network Coordinator-Senior in PR 2GX be reclassified to Automated Systems Supervisor in PR 1DX with a range of \$53,519 to \$74,922.

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