



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Deborah Ford**  
Labor Negotiator

December 7, 2015

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

Dear Committee Members:                      Re: Common Council File Number **151130**

The following classification and pay recommendations will be submitted to the City Service Commission on **December 8, 2015**. We recommend these changes subject to approval by the City Service Commission.

In the Department of Administration-Office of the Director, one new position is recommended for classification to Community Engagement and Achievement Collaborative Manager, PR 2JX.


In the Department of Administration-Budget and Management Division, one new position is recommended for classification to ADA Coordinator, PR 2IX.

In the Department of Neighborhood Services, Classification and Pay Recommendations are recommended for several Inspectors, Supervisory and Management positions.

In the Department of Operations Division – Forestry Section, Classification and Pay recommendations are recommended for several positions.

In the Health Department, Classification and Pay Recommendations are recommended for Public Health Nurse Career Ladder.

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:fcw  
Attachments: 4 Job Evaluation Reports  
Fiscal Note

C: Mark Nicolini, Dennis Yaccarino, John Ledvina, Deborah Ford, Victoria Robertson, William Christianson, Thomas Mishefske, Lynne Steffen, Ghassan Korban, Preston Cole, Dan Thomas, David Sivyer, Chuck Schumacher, Randy Krouse, Jeffery Kluslow, Ian Brown, Dawn Crowbridge, Thomas Bell, Bevan Baker, Barbara Henry, Sandra Rotar, Tiffany Barta, Jill Radowicz, Eric Pearson, and Molly King



**Job Evaluation Report**

City Service Commission Meeting: December 8, 2015

**Department of Administration – Office of the Director**

Current	Request	Recommendation
New Position	Director, Community Engagement and Achievement Collaborative (CEAC) Pay Range to be Studied	Community Engagement and Achievement Collaborative Manager PR 2JX (\$62,338 - \$87,270)

**Department of Administration – Budget and Management Division**

Current	Request	Recommendation
New Position	ADA Coordinator Pay Range to be Studied	ADA Coordinator PR 2IX (\$58,462 - \$81,844)

**Action Required - Effective Pay Period 1, 2016 (December 20, 2015)**

In the 2016 Salary Ordinance, under Pay Range 2IX, add the title "ADA Coordinator" and under Pay Range 2JX, add the title "Community Engagement and Achievement Collaborative Manager".

In the 2016 Positions Ordinance, under Department of Administration, Office of the Director, delete one position of "Community Engagement and Achievement Manager" and add one position of "Community Engagement and Achievement Collaborative Manager".

**Department of Administration – Office of the Director**

**Request:** Director, Community Engagement and Achievement Collaborative PR TBD  
**Recommendation:** Community Engagement and Achievement Collaborative Manager PR 2JX

The basic function of this new position is to manage the newly-created Community Engagement and Achievement Collaborative (CEAC) with the goal of promoting racial equity and inclusion in Milwaukee through citywide collaboration; place a special focus on enhancing local capacity to improve life outcomes of boys and men of color who are significantly marginalized from economic, social, educational, and political life; and serve as a principal spokesperson and central point of contact for the City on issues pertaining to advancing the achievement of boys and men of color. Duties and responsibilities include the following:

- 30% Lead the City's efforts to promote racial equity and inclusion in Milwaukee through citywide collaboration; serve as the principal spokesperson and central point of contact for the City on issues pertaining to advancing the achievement of boys and men of color; mobilize community stakeholders across various sectors, including government, business, education, philanthropic, workforce development, faith-based, and community-based organizations, around a common racial equity and inclusion agenda with a special focus on boys and men of color; and work collaboratively with the Black Male Achievement Advisory Council (BMAAC) to advance their mission "to create hope and opportunities for black men and boys who are significantly marginalized from economic, social, educational, and political life and President Obama's "My Brother's Keeper" (MBK) Community Challenge and its six "cradle-to-college-and-career" goals.
- 20% Develop and implement performance measurement tools to track program outcomes and ensure progress is made toward the achievement of BMAAC and MBK goals; utilize data to document needs, target resources,

assess the effectiveness of strategies and programs, and measure progress in improving life outcomes of boys and men of color.

- 20% Develop and advance new policies, programs, and practices that are of a sufficient scale to generate significant improvements in outcomes for boys and men of color in areas such as educational attainment, employment, family strengthening, and the prevention of violence and violence-related deaths.
- 30% Serve as the Manager of the Mayor's Milwaukee Fatherhood Initiative (MFI), a black male achievement anchor initiative, and manage the day-to-day operations; supervise and work closely with the MFI Program Manager and the MFI Outreach Coordinator, located in HACM (Housing Authority of the City of Milwaukee), to advance the mission of increasing the number of children with involved, committed and responsible fathers and father figures.

Requirements include a Bachelor's Degree in Social Work, Public Administration, or related field plus five years of experience working in government, with a nonprofit organization, or in a comparable field with three years of experience in management, or in a senior level or high-profile position. A Master's Degree in a related field is preferred. Equivalent combinations of education and experience may be considered.

This new position was created in the 2016 budget as part of the Community Engagement and Achievement Collaborative to promote racial equity and inclusion and to have a special focus on "enhancing local capacity to improve the life outcomes of boys and men of color and other populations of color through citywide collaboration". This position will manage the Milwaukee Fatherhood Initiative (MFI) and supervise the positions of Program Manager (MFI) and Outreach Coordinator (MFI) located in HACM (Housing Authority of the City of Milwaukee). This position will also work to advance the goals of the BMAAC (Black Male Achievement Advisory Council) and the MBK (My Brother's Keeper) program.

In studying this position comparisons were made to other City positions including the following:

Community Outreach Coordinator in Pay Range 2HX (\$54,865 - \$76,806)

This position works to improve the quality of life of Milwaukee residents by improving safety and city-wide problems through targeted public education and information efforts. Areas of focus include reducing demand for drugs, improving educational achievement, and increasing school attendance rates. Duties and responsibilities include raising awareness about issues, mobilizing diverse community stakeholders, developing educational methods and materials, evaluating existing policies and programs and making recommendations for improvement to the Common Council, and advocating for change in concert with community stakeholders.

Community Relations Manager in Pay Range 2JX (\$62,338 - \$87,270)

This position performs public relations duties coordinating the timely development, administration, management and release of information regarding a wide range of programs and services related to the Fire and Police Commission and the public safety departments. This information is designed to foster and improve education, public involvement, and media and community relations. Duties and responsibilities include developing a public information and education strategic plan for all community relations efforts; serving as a liaison with external agencies and departments to ensure the proper distribution and use of informational materials; engaging the community through the most effective social media channels; and developing educational initiatives, and coordinating, scheduling and presenting community outreach programs to increase public awareness and understanding of police and fire policies and practices.

Violence Prevention Research Coordinator in Pay Range 2JX (\$62,338 - \$87,270)

This position works with the Milwaukee Homicide Review Commission and on a research team that strives to reduce violence through innovative interagency collaboration; is responsible for the acquisition, analysis and interpretation of data; and provides data management and analysis to be utilized in program evaluation and public health research

that is focused on prevention and improving the health and safety of the population as a whole. Duties and responsibilities include coordinating regular meeting of City, County, and community participants to complete multi-level, multi-agency reviews; overseeing analyses of multi-agency administrative data; preparing policy and research reports in the areas of violence and violence prevention; preparing grant applications; and managing grants received.

This new position has similarities to all of these positions but is most similar in level to the classifications of Community Relations Manager and Violence Prevention Research Coordinator in Pay Range 2JX (\$62,338 - \$87,270). Similar to the Community Relations Manager, the position under study must also reach out to the community and serve as a principal spokesperson and central point of contact for specific issues. Similar to the Violence Prevention Research Coordinator the position under study will also gather and analyze data and develop performance measurement tools to track outcomes and assess the effectiveness of strategies and programs. The position under study will be performing these functions in relation to the issues of racial equality and inclusion and to advance the goals of the Milwaukee Fatherhood Initiative, the Black Male Achievement Advisory Council and the MBK (My Brother's Keeper) program.

Based on our review we recommend this new position be classified as Community Engagement and Achievement Collaborative Manager in Pay Range 2JX (\$62,338 - \$87,270).

#### **Department of Administration – Budget and Management Division**

<b>Request:</b>	<b>ADA Coordinator</b>	<b>PR TBD</b>
<b>Recommendation:</b>	<b>ADA Coordinator</b>	<b>PR 2IX</b>

The ADA Coordinator's responsibilities and duties will focus on ensuring that all members of the public have access to the City's facilities and programs, both those in existence and those planned, in compliance with the Americans with Disabilities Act of 1990 (ADA) as amended. The Coordinator will work under the direction of the Budget and Management Director. The job description submitted by the Budget and Management Division indicates that the position's responsibilities will be divided into the following major areas:

- Planning and coordinating ADA compliance
- Managing an ADA complaint process
- Reporting to the Department of Justice
- Working with City departments to remove identified ADA violations

Significant duties associated with planning and coordinating ADA compliance include the following:

- Working with an Independent Licensed Architect, Information Technology consultants, engineers, and others to ensure that plans for the renovation and construction of City facilities are ADA-compliant
- Developing project timelines; and consulting with Budget staff to develop cost estimates and budgets for projects.
- Managing an ADA complaint process that will require establishing a formal process and broadly communicating the process to those who use City facilities. The ADA Coordinator will also receive and investigate ADA complaints from citizens and groups.
- Drafting and submitting reports to the Department of Justice that document the City's progress in complying with ADA provisions and submitting an annual report that includes written procedures for informing interested parties of the existence and location of the City's accessible programs, services, and activities.

The description prepared by the department indicates that a Bachelor's Degree in Public Administration, Business, Urban Planning, Communications or similar field is "strongly preferred." The description further indicates that the individual performing the job will be required to possess experience in project management, including the

development of project timelines and cost estimates; budget management; and investigating and remediating complaints. In addition, the ADA Coordinator will be required to have knowledge of the ADA and other laws addressing the rights of people with disabilities; strong organizational skills; and the ability to analyze issues and recognize and solve problems. As this position will be managing a complaint process and working with many different individuals, the employee performing the job will need to have excellent communication skills, including the ability to express ideas clearly, tact, diplomacy, and empathy. Other requirements include skill in negotiation and mediation; and knowledge of various alternative formats and technologies that enable people with disabilities to communicate, participate, and perform tasks. It should be noted that the foregoing knowledge, skills, abilities, and competencies have not yet been assessed by the Staffing Division and equivalent combinations of education and experience may be considered.

In studying this request, a number of resources were consulted including: the website of the National association of ADA Coordinators, ADA Best Practices Tool Kit for State and Local Governments; and job descriptions for ADA Coordinators from a number of municipalities and colleges and universities. Job descriptions included those from Anne Arundel County, MD; Jacksonville, FL; Minneapolis, MN; Seattle, WA; the Ohio State University; and a model job description of an ADA Coordinator from the State of Washington's Supreme Court.

According to information obtained during our analysis, ADA Coordinators tend to work in one of three areas: access, service, and design; employment; and higher education. The position under study will be associated with the first category, that of access to public facilities, services, and programs, which emphasizes the design and remodel of public facilities and programs according to ADA standards. The job description indicates that the Coordinator will indeed coordinate activities required for compliance with the ADA, as opposed to possessing technical knowledge in engineering or architecture. The ADA Coordinator will, however, be required to understand the provisions of the ADA and other laws and regulations and be able to communicate with architects, engineers, and others.

The pay level for ADA Coordinators tends to vary considerably according to the organization or industry in which they are employed, the scope of their responsibilities, and the particular knowledge and skill required to perform a specific job. Some Coordinators are associated with urban planning. Others have a managerial role with responsibility for employment issues and issues involving public access to programs and facilities. Still others are semiprofessional in nature.

The City of Milwaukee has a number of positions related to compliance, budgeting and/or project management as shown below.

Title	PR	Rates	Departments
Compliance Analyst	2GX	(\$51,469 - \$72,063)	Health
Contract Compliance Officer	2GX	(\$51,469 - \$72,063)	Administration and Public Works
Grant Monitor	2GX	(\$51,469 - \$72,063)	Administration
Budget and Policy Specialist	2HX	(\$54,865 - \$76,806)	Administration
Fire and Police Commission Investigator/Auditor	2HX	(\$54,865 - \$76,806)	Fire and Police Commission
Human Resources Representative	2HX	(\$54,865 - \$76,806)	Fire and Police Commission, Employee Relations and Public Works
Budget and Management Special Assistant	2IX	(\$58,462 - \$81,844)	Administration
Library Construction Project Manager	2IX	(\$58,462 - \$81,844)	Library
Grant Compliance Manager	2JX	(\$62,338 - \$87,270)	Administration
Human Resources Compliance Officer	2JX	(\$62,338 - \$87,270)	Employee Relations

Considering the education and experience that will be required to enter this job and the variety and depth of knowledge, skills, abilities and competencies that will be required to successfully establish policies and coordinate

compliance work with a variety of individuals and the public it seems appropriate to allocate this new position to a level comparable to the classifications of Budget and Management Special Assistant and Library Construction Project Manager in Pay Range 2IX with the title of ADA Coordinator.

We therefore recommend that this new position be classified as ADA Coordinator in Pay Range 2IX (\$58,462 - \$81,844).

Prepared by: *Laura E. Sutherland*  
Laura Sutherland, Human Resources Representative

Prepared by: *Sarah Trotter*  
Sarah Trotter, Human Resources Representative

Reviewed by: *Andrea Knickerbocker st*  
Andrea Knickerbocker, Human Resources Manager

Reviewed by: *Lu Guo*  
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting: December 8, 2015 (Previously Submitted October 20, 2015 and now Revised)  
 Department: Department of Neighborhood Services

**Construction Trades Inspectors**

<b>Current Classification</b>	<b>Current PR</b>	<b>Recommended PR</b>
Boiler Inspector (Three Positions)	PR 2GN (\$62,152 - \$73,930) Footnote with Career Ladder Rates	PR 2HN (\$63,569 - \$76,806) Footnote with Revised Career Ladder Rates
Building Construction Inspector (17 Positions + 2 Auxiliary)		
Electrical Inspector (Ten Positions)		
Elevator Inspector (Four Positions)		
Plumbing Inspector (17 Positions)		
Sprinkler Construction Inspector (Four Positions)		

**Code Enforcement Supervisors and Managers**

<b>Current</b>	<b>Recommendation</b>
District Code Enforcement Supervisor PR 1EX (\$63,810 - \$81,844) (Ten Positions)	District Code Enforcement Supervisor PR 1EX (\$63,810 - \$81,844) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.
Building Codes Enforcement Manager PR 1GX (\$66,435 - \$93,010)	Building Codes Enforcement Manager PR 1GX (\$66,435 - \$93,010) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.
Environmental Code Enforcement Manager PR 1GX (\$66,435 - \$93,010)	Building Codes Enforcement Manager PR 1GX (\$66,435 - \$93,010) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.
Building Codes Enforcement Manager - Commercial PR 1HX (\$70,827 - \$99,154)	Building Codes Enforcement Manager - Commercial PR 1HX (\$70,827 - \$99,154) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

**Neighborhood Improvement, Construction Trades, Special Enforcement, Development Center and Court Enforcement Supervisors and Managers**

<b>Current</b>	<b>Recommendation</b>
Neighborhood Improvement Project Manager PR 1EX (\$58,462 - \$81,844)	Neighborhood Improvement Project Manager PR 1EX (\$58,462 - \$81,844) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.
Special Enforcement Supervisor PR 1FX (\$62,338 - \$87,270)	Special Enforcement Supervisor PR 1FX (\$62,338 - \$87,270) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.
Building Construction Inspection Supervisor PR 1FX (\$69,727 - \$87,270) (Two Positions)	Building Construction Inspection Supervisor PR 1GX (\$66,435 - \$93,010) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.
Electrical Inspection Supervisor  Plumbing Inspection Supervisor (Two Positions)  PR 1FX (\$62,338 - \$87,270)	Electrical Inspection Supervisor  Plumbing Inspector Supervisor (Two Positions)  PR 1GX (\$66,435 - \$93,010) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.
Operations Manager-Development Center PR 1FX (\$62,338 - \$87,270)	Operations Manager-Development Center PR 1GX (\$66,435 - \$93,010) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.
Building Codes Court Administrator PR 1GX (\$66,435 - \$93,010)	Building Codes Court Administrator PR 1GX (\$66,435 - \$93,010) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

**Division Managers**

<b>Current</b>	<b>Recommendation</b>
Building Construction Inspection Division Manager  Permit and Development Center Manager  Special Enforcement Manager  PR 1IX (\$75,478 - \$105,669)	Building Construction Inspection Division Manager  Permit and Development Center Manager  Special Enforcement Manager  PR 1IX (\$75,478 - \$105,669) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.



## Action Required

In the Salary Ordinance, under Pay Range 1EX, add the footnote designation "(4)" to the titles "District Code Enforcement Supervisor" and "Neighborhood Improvement Project Manager" with the footnote to read: "(4) Recruitment may be at any rate in the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel"; under Pay Range 1FX, delete the titles: "Building Construction Inspection Supervisor", "Electrical Inspection Supervisor", "Plumbing Inspection Supervisor", and "Operations Manager – Development Center" and add footnote designation "(3)" to the title "Special Enforcement Supervisor"; under Pay Range 1GX delete the title "Environmental Code Enforcement Manager"; add the titles "Building Construction Inspection Supervisor (2)", "Electrical Inspection Supervisor (2)", "Plumbing Inspection Supervisor (2)", and "Operations Manager – Development Center (2)"; and add footnote designation "(2)" to the titles: "Building Codes Enforcement Manager" and "Building Codes Court Administrator"; under Pay Range 1HX, add the footnote designation "(1)" to the title "Building Codes Enforcement Manager – Commercial"; under Pay Range 1IX, add the footnote designation "(2)" to the titles: "Building Construction Inspection Division Manager", "Permit and Development Center Manager", and "Special Enforcement Manager"; under Pay Range 2GN, delete the titles: "Boiler Inspector", "Building Construction Inspector", "Electrical Inspector", "Elevator Inspector", "Plumbing Inspector", and "Sprinkler Construction Inspector"; under Pay Range 2HN, add the following titles: "Boiler Inspector (3)(11)(12)", "Building Construction Inspector (3)(11)(12)", "Electrical Inspector (3)(11)(12)", "Elevator Inspector (3)(11)(12)", "Plumbing Inspector (3)(11)(12)", and "Sprinkler Construction Inspector(3)(11)(12)", with footnotes to read: "(11) Recruitment is at \$2,444.96 (\$63,568.96). Employees will advance to the next rate in the following range upon certification by the Commissioner-Building Inspection of having attained the required skills, job performance and demonstrated competencies: \$2,444.96, \$2,546.78, \$2,648.60, \$2,750.42, \$2,852.24, and \$2,954.08."; and "(12) An employee promoted into this title will receive the pay increment in the new pay range that is higher than the employee's current rate. The employee must achieve all required core competencies and certifications up to and including the new increment within the one year probationary period. If the required core competencies and certifications are not demonstrated, the employee will be demoted to the previous title and rate of pay."

In the Positions Ordinance, under Department of Neighborhood Services, Residential Inspection Division, delete one position of "Environmental Code Enforcement Manager (X)(Y)" and add one position of "Building Codes Enforcement Manager (X)(Y)".

## Background

The Department of Neighborhood Services (DNS) has requested the following:

- A review of the rates of pay for Construction Inspector positions
- A review of the rates of pay for several supervisory and management positions including those that supervise the Construction Inspector positions
- A title change for one management position

Written materials were provided by the Department including new job descriptions, a summary of changes, and market information. Discussions were held with former Commissioner of Neighborhood Services, Art Dahlberg, and current Commissioner of Neighborhood Services, Thomas Mishefske.

## Analysis and Recommendations

### Construction Trades Inspector Positions

Earlier this year, in a report dated May 27, 2015, new career ladders were approved for the Construction Inspector positions. These career ladders were designed to help the City attract, retain and motivate employees by offering pay progression based on competencies, level of performance and obtaining certain credentials. The Department

has now indicated that they are continuing to experience turnover in Construction Trades Inspector classifications and other local governments are offering higher salaries. For example, the City of Waukesha has the salary range of \$69,599 - \$76,714 for an "Inspector – Property Maintenance" and the City of Wauwatosa has a salary range of \$56,804 - \$77,892 for the position of "Building, Electrical and Plumbing Inspector".

To assist with recruitment and retention we recommend a reallocation of the following Construction Trades Inspector positions from Pay Range 2GN to Pay Range 2HN.

Title	Number of Positions
Boiler Inspector	3
Building Construction Inspector	16 + 2 Auxiliary
Electrical Inspector	9
Elevator Inspector	4
Plumbing Inspector	17
Sprinkler Construction Inspector	4

It is further recommended that these positions continue to have a career ladder with steps that are more consistent with the rates in the recommended Pay Range 2HN as shown below:

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
\$63,569	\$66,216	\$68,864	\$71,511	\$74,158	\$76,806

To move up the range employees will need to obtain certain credentials and competencies plus demonstrate good performance.

Supervisor and Manager Positions

With the creation of several career ladders in DNS there is more potential for an overlap of pay rates between employees and their direct supervisors in the Division as shown below.

Title	PR	Min	Max
District Code Enforcement Supervisor	1EX	\$63,810	\$81,844
Environmental Risk Officer	2FN	\$53,034	\$67,616
Commercial Code Enforcement Inspector Residential Code Enforcement Inspector	3LN	\$42,539	\$59,095

Title	PR	Min	Max
Building Codes Court Administrator	1GX	\$66,435	\$93,010
Building Construction Inspection Supervisor	1FX	\$69,727	\$87,270
Electrical Inspection Supervisor Plumbing Inspection Supervisor	1FX	\$62,338	\$87,270
Building Construction Inspector* Electrical Inspector* Elevator Inspector* Plumbing Inspector* Sprinkler Construction Inspector*	2HN	\$63,569	\$76,806

\*Proposed Rates

Title	PR	Min	Max
Operations Manager-Development Center	1FX	\$62,338	\$87,270
Plan Examiner III	2JN	\$70,334	\$87,270
Plan Examiner II	2FN	\$66,423	\$71,705

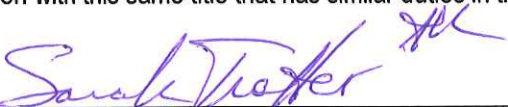
As indicated in the charts above the overlap in pay ranges is most evident for the direct supervisors of the Plan Examiners and the classifications of Building Construction Inspector, Electrical Inspector, Elevator Inspector, Plumbing Inspector, and Sprinkler Construction Inspector. We recommend that these direct supervisors be reallocated to Pay Range 1GX (\$66,435 - \$93,010). One position, Building Codes Court Administrator, is already in Pay Range 1GX and no change is recommended.

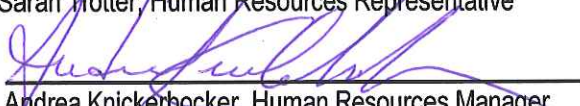
The creation of broader pay ranges and the implementation of career ladders have exacerbated the pay compression problems in existence since pay progression was frozen in 2010. In order to alleviate pay compression issues we recommend a recruitment footnote that will allow appointment at a rate of pay higher than what is currently allowed by the Salary Ordinance. Upon implementation of this report the Department of Employee Relations will work with the Department of Neighborhood Services to identify and address specific instances of inequity.

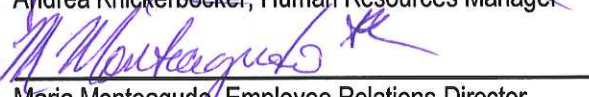
This report also recommends two additional changes as follows:

**Current:** Environmental Code Enforcement Manager 1GX  
**Recommended:** Building Codes Enforcement Manager 1GX

This position is located in the Residential Division and supervises Residential Code Enforcement Inspectors. As the Environmental Section was moved to the Commercial Code Enforcement Division we recommend a title change to "Buildings Code Enforcement Manager" to better reflect the duties and responsibilities of the position. There is another position with this same title that has similar duties in the Residential Code Enforcement Division.

Prepared by:   
Sarah Trotter, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: December 8, 2015

**DPW-OPERATIONS DIVISION-FORESTRY SECTION**

Current	Recommendation
Urban Forestry Technician 8 positions PR 3NN (\$52,750 - \$61,296)	Urban Forestry Technician 10 positions PR 7LN (\$52,750 - \$62,522)
Urban Forestry Inspector 2 positions PR 3GN (\$42,539 - \$48,248)	FN: Up to \$63,426 with specific certifications FN: 1 assignment in Contract Administration additional 3% biweekly
Urban Forestry Crew Leader 22 positions PR 7IN (\$48,358 - \$56,527)	Urban Forestry Crew Leader 22 positions PR 7IN (\$51,474 - \$57,657) FN: Up to \$58,810 with specific certifications FN: Up to 6 assignments in Contractor Oversight, Trainee Program or Staff Training additional 3% biweekly
Nursery Crew Leader 1 position PR 8IN (\$42,188 - \$47,077)	Nursery Crew Leader 1 position PR 7IN (\$51,474 - \$57,657) FN: Up to \$58,810 with specific certifications FN: 1 assignment performing Greenhouse oversight additional 3% biweekly
Urban Forestry Specialist 119 positions PR 7EN (\$42,188 - \$47,963)	Urban Forestry Specialist 119 positions PR 7HN (\$42,188 - \$52,049) FN: Up to \$53,090 with specific certifications FN: Up to 9 assignments in a Core Forestry Operation additional 3% biweekly
Lead Equipment Mechanic 1 position PR 7FN (\$42,880 - \$49,155)	Lead Equipment Mechanic 1 position PR 7FN (\$42,880 - \$49,155) FN: Up to \$50,138 with specific certifications
Nursery Specialist 4 positions PR 7BN (\$38,785 - \$43,646)	Nursery Specialist 4 positions PR 7EN \$42,188 - \$47,985 FN: Up to \$48,944 with specific certifications FN: 1 assignment as lead worker additional 3% biweekly
Equipment Mechanic III 3 positions PR 7CN (\$40,639 - \$46,055)	Equipment Mechanic III 3 positions PR 7CN (\$40,639 - \$46,055) FN: Up to \$46,976 with specific certifications
Urban Forestry Specialist Trainee Underfill Title PR 7AN (\$33,401 - \$39,087) FN: Recruitment up to \$36,406 with DER approval	Urban Forestry Specialist Trainee Underfill Title PR 7AN (\$33,401 - \$36,406) FN: Recruitment up to \$36,406 with credentials/experience with DER approval.

## Background

The Department of Public Works has requested a classification and market rate study of Forestry Section positions as well as the creation of a pay progression model for these titles. In considering the classification changes, staff reviewed new job descriptions and held discussions with Forestry Services Manager David Sivyer, Urban Forestry District Managers Randy Krouse and Jeffery Kluslow, Urban Forestry Technical Services Manager Ian Brown, as well as Administrative Services Director Dan Thomas.

This report recommends pay progression for DPW-Operations Division Forestry Section positions based upon a performance assessment of core and technical competencies, pay increments for attaining and maintaining technical certifications, and 3% task rates for completing specific project assignments by title. More specific details are provided later in this report and in the addendum.

## Job Evaluation Recommendations

The following classification recommendations also include creation of footnotes for attaining and maintaining specific job related certifications, and for completing project assignments. Employees may attain and maintain up to two 'primary' certifications and in some cases one 'secondary' certification. Details on certifications are provided later in this report. Consideration for project or lead assignments would be given to those employees who achieve or surpass a fully satisfactory level of performance on a performance review. These project/lead assignments are distinct from an employee given a temporary appointment to a higher level job title.

<b>Current:</b>	<b>Urban Forestry Technician (8 positions)</b>	<b>PR 3NN \$52,750 - \$61,296</b>
	<b>Urban Forestry Inspector (2 positions)</b>	<b>PR 3GN \$42,539 - \$48,248</b>

<b>Recommended:</b>	<b>Urban Forestry Technician (10 positions)</b>	<b>PR 7LN \$52,750 - \$62,522</b>
	<b>FN: Up to \$63,426 with specific certifications</b>	
	<b>FN: One assignment in Contract Administration - Additional 3% biweekly</b>	

This report recommends combining the responsibilities of Urban Forestry Inspector with those of Urban Forestry Technician and thereby reclassifying the current 'Inspector' positions as 'Technicians.' Duties and responsibilities would now include the following:

An Urban Forestry Technician is responsible for reviewing, amending and approving street, sidewalk, sewer, water, construction, and utility projects as they relate to the impact on the City's street tree population. Regularly inspects and monitors contractors for compliance with tree protection provisions. Participates in the administration of various city ordinances and manages city-owned vacant lot maintenance contracts. Reviews construction drawings, prepares and enforces special provisions, issues construction related permits and monitors construction activities in public rights-of-way to protect City owned trees and landscaping. Participates in the development and delivery of safety and technical training and investigates and responds to service requests from the public and public officials. Incumbents participate in snow and ice control operations; operate city owned vehicles; and establish tree valuations and loss following standard industry protocols.

Minimum requirements include four years of experience in arboriculture, horticulture, or general landscaping, State of Wisconsin Commercial Pesticide Applicator Certification in Turf and Landscape within six months of hire and throughout employment, International Society of Arboriculture (ISA) Certified Arborist certification within six months of hire, and valid Wisconsin Driver's License.

The Urban Forestry Technician will now have a spectrum of work that ranges from inspecting contractors work up to and including approving construction project plans. In all responsibilities the Urban Forestry Technician would ensure compliance with tree protection provisions. In addition, because the department has experienced difficulty in recruiting candidates for this position over the past few years, this report recommends increasing the maximum of the

pay range to \$62,522. Also recommended is a footnote that would allow an employee to be paid up to \$63,426 for attaining and maintaining two primary technical certifications.

Further recommended is a footnote that would provide an additional 3% biweekly for one Urban Forestry Technician assigned to perform contract administration oversight. This contract administration oversight would include maintaining the City property inventory and gain/loss information related to boulevard mowing, stump removal, and tree planting, removal and pruning.

**Current: Urban Forestry Crew Leader PR 7IN \$48,358 - \$56,527**

**Recommended: Urban Forestry Crew Leader PR 7IN \$51,474 - \$57,657**

**FN: Up to \$58,810 with specific certifications**

**FN: Up to six assignments in Contract Oversight, Trainee Program or Staff Training – Additional 3% biweekly**

An Urban Forestry Crew Leader works with staff engaged in the planting, maintenance, and removal of trees, landscape plants, and turf growing on green spaces. This position also responds to emergency situations including wind, snow, and ice storms, irrigation leaks, and damage to trees sustained during construction. The position enforces the DPW-Forestry Division's Work Rules and Safe Work Rules; performs surveys and places notices pertaining to service requests and code enforcement on private property; conducts periodic surveys designed to assess pest control, planting, removal, and maintenance needs; drives large vehicles such as dump trucks, hi-lifts, skid-loaders, and trailers; operates specialized power and hand equipment, including mowers, stump grinders, chain saws, chippers, trencher/backhoes, leaf blowers, string trimmers, pipe pullers, various sprayers, and other industry-specific manually-operated and motorized equipment; constructs, repairs, and maintains concealed irrigation systems; records work progress and updates the City's street tree inventory using field computers; participates in snow and ice control operations, including manually and mechanically plowing and salting snow as well as clearing sidewalks and intersections. An Urban Forestry Crew Leader is subject to emergency call-out 365/24/7.

Minimum requirements include four year of experience in arboriculture, horticulture, or a closely related field, a Wisconsin Department of Agriculture, Trade and Consumer Protection (WDATCP) Pesticide Applicator Certification Commercial Category 3.0-Turf & Landscape certification within six months of employment; and a Wisconsin Class B CDL within 6 months of appointment.

To maintain a reasonable differential between this position and Urban Forestry Specialist we recommend increasing the rate of pay within Pay Range 7IN to \$51,474 - \$57,657 with a footnote allowing an employee to be paid up to \$58,810 for attaining and maintaining two primary technical certifications.

Further recommended is a footnote that would provide an additional 3% biweekly for up to six Urban Forestry Crew Leaders assigned to perform contract oversight, serve as the Lead on the Urban Forestry Trainee Program, or perform a staff training assignment. Contract oversight would include providing work orders, quality control inspection, documenting damages, and updating work record information related to contractors. Work with the Urban Forestry Trainee Program would include coordinating training, documenting skill progression and work production, conducting performance review and overseeing tree operations for 20+ training class. Staff training would be curriculum development and delivery of safety training, specialized training such as tree rigging and removal, line clearance, pruning and boulevard maintenance.

**Current: Nursery Crew Leader PR 8IN \$42,188 - \$47,077**

**Recommended: Nursery Crew Leader PR 7IN \$51,474 - \$57,657**

**FN: Up to \$58,810 with specific certifications**

**FN: One assignment performing Greenhouse oversight – Additional 3% biweekly**

The Nursery Crew Leader oversees and provides training to staff working with plant production at the City of Milwaukee Nursery and Greenhouse. This includes nursery field operation including planting, pruning and maintenance of all fields and growing stock including potted plants. This includes mowing dead or hazard tree removal, identification of insect, disease and abnormal growth conditions, implementing mechanical, biological and chemical control strategies. The position oversees tree harvest operations and coordinated shipping of nursery stock with district and external customers; oversees greenhouse operations for annual and perennial production; managing inventory of field and greenhouse crops; conducts research on products and suppliers, diagnoses plant problems and researches information for plant growth and management. The position operates and supervises the use of power equipment including mowers, sprayers, chain saws, trimmers, stump grinders, chippers, skid loaders, tractors, and all-terrain vehicles.

Minimum requirements include four years of experience in nursery or greenhouse operations, forestry arboriculture or horticulture, a Wisconsin Commercial Pesticide Applicators License and Certification 3.1 within six months of employment, and a Wisconsin Driver's License.

Based upon an updated job description and a comparison between the duties and responsibilities of Nursery Crew Leader and Urban Forestry Crew Leader, this report recommends reclassification of the position to the same pay range as Urban Forestry Crew Leader (PR 7IN \$51,474 to \$57,657 with up to \$58,810 for attaining and maintaining two primary technical certifications). One Nursery Crew Leader oversees the crew working with planting and maintenance within the context of the Milwaukee Nursery and Greenhouse while the Urban Forestry Crew Leaders oversee crews involved with planting, maintenance, and turf growing in the City's green spaces. The positions also require comparable levels of knowledge, skill and experience.

Further recommended is a footnote that would provide an additional 3% biweekly for one Nursery Crew Leader assigned to perform Greenhouse oversight. Oversight responsibilities would include coordinating Greenhouse cultivation operations and staff such as daily personnel issues, organizing daily assignments, monitoring building and property security, and monitoring building infrastructure for any malfunctions during off hours and correcting.

**Current: Urban Forestry Specialist PR 7EN \$42,188 - \$47,963**

**Recommended: Urban Forestry Specialist PR 7HN \$42,188 - \$52,049**  
**FN: Up to \$53,090 with specific certifications**  
**FN: Up to nine assignments in Core Forestry Operations – Additional 3% biweekly**

Urban Forestry Specialists perform various work activities associated with planting, maintaining and removing trees, landscape plants and turf growing on the City of Milwaukee's boulevards and green spaces. Urban Forestry Specialists also function in an emergency capacity to remove broken branches and fallen trees. Duties and responsibilities include:

- Pruning trees by means of climbing, using a rope and saddle while working at great heights.
- Planting, maintaining and removing trees, shrubs, flowers and turf on all City green spaces.
- Operating and driving large vehicles such as hi-lifts and 2½ ton dump trucks.
- Operating specialized power equipment and hand equipment, such as mowers, stumpers, chainsaws, chippers, trencher/backhoes, pipe pullers, various types of sprayers and other hand and motorized equipment
- Constructing, repairing, and maintaining concealed irrigation systems.
- Participating in snow and ice control operations, including the plowing and salting of snow on city streets and clearing of sidewalks and intersections, both mechanically and by hand.
- Participating in the removal of downed trees and limbs and in the abatement of hazardous conditions caused by wind, snow and ice storms.

Minimum requirements include at least 18 years of age and six months of urban forestry experience, with emphasis in arboriculture including substantial experience climbing trees using rope and saddle; and a Wisconsin Class B CDL within 6 months of appointment.

In recommending a pay range for Urban Forestry Specialist, staff took into consideration rates of pay for similar public sector positions in the Midwest and Southeastern Wisconsin. The following jurisdictions and positions were considered in this analysis. Comparative rates are from 2014.

**Urban Forestry Specialist  
Comparative Rates of Pay**

Jurisdiction	Minimum	Maximum
City of West Bend	\$41,496	\$63,024
City of Oak Creek	\$35,006	\$57,762
City of Wauwatosa*	\$41,912	\$57,491
City of Waukesha	\$51,002	\$54,226
City of Rockford	\$36,629	\$52,146
City of Racine	\$40,893	\$52,146
City of Madison	\$43,930	\$51,730
City of Minneapolis	\$32,282	\$50,440
City of Milwaukee <i>current</i>	\$42,188	\$47,963
Milwaukee County	\$32,330	\$47,027
City of Green Bay	\$42,224	\$46,426
City of Indianapolis		\$44,138
City of Cleveland	\$37,024	\$41,184

\*Includes incentive pay

The Division has been experiencing turnover in this position. From 2012 to the present, of the 119 positions, 16 have resigned to take a position outside of City government and 11 to take a different position with the city.

This report recommends no change to the minimum rate of pay for Urban Forestry Specialist. Typically employees are promoted into this position from the title of Urban Forestry Specialist Trainee (PR 7AN \$33,401). Following a successful training period, Urban Forestry Specialist Trainees are promoted to Urban Forestry Specialist at the minimum rate of \$42,188.

This report does recommend an increase in maximum rate of pay from \$47,963 to \$52,049 to provide a more competitive maximum market rate and up to \$53,090 for employees who attain and maintain two primary technical certifications. These maximums provide a more competitive rate of pay for experienced employees while also providing incentive for attaining and maintaining a higher level of knowledge.

Further recommended is a footnote that would provide an additional 3% biweekly for up to nine Urban Forestry Specialists assigned to oversee a core forestry operation. Serving as a lead worker on a core forestry operation would include overseeing crews performing tree removals, planting, pruning, training crew oversight, stump removal/site restoration, contract inspection, or transitional worker training.

**Current:           Lead Equipment Mechanic           7FN \$42,880 - \$49,155**

**Recommended: Lead Equipment Mechanic           7FN \$42,880 - \$49,155  
FN: Up to \$50,138 with specific certifications**

The Lead Equipment Mechanic inspects, maintains and repairs all mechanical equipment operated by the Forestry section. Mechanical equipment includes, but is not limited to, two and four cycle engines, gas and diesel-fueled engines, and direct, hydraulic, and hydrostatic transmissions. The position also oversees all operations of repair facilities in the absence of the Shop & Maintenance Supervisor. Duties and responsibilities include:



- Repair and maintain lawnmowers, chainsaws, turf equipment, high pressure sprayers, trailers, tractor/loaders, chippers, stumpers and hand tools.
- Perform significant enhancements to equipment that may require welding, engine rebuilding, and/or powertrain repair skills.
- Perform general administrative tasks associated with operating and maintaining the repair facilities.
- Travel to of disabled vehicles and equipment for the purpose of diagnosing and/or repairing such vehicles and equipment.
- Train Forestry Section personnel on job-related matters.
- Operate associated hand and power tools and design and construct special tools and equipment

Minimum requirements include three years of experience in the maintenance and repair of mechanical equipment or an Associate's degree in Automotive Technology and a valid driver's license.

This report recommends retaining the current rates of pay for Lead Equipment Mechanic in PR 7FN but recommends a footnote of up to \$50,138 for employees who attain and maintain two primary technical certifications.

**Current: Nursery Specialist PR 7BN \$38,785 - \$43,646**

**Recommended: Nursery Specialist PR 7EN \$42,188 - \$47,985**  
**FN: Up to \$48,944 with specific certifications**  
**FN: One assignment as lead worker - Additional 3% biweekly**

The Nursery Specialist works at the Municipal Nursery and Greenhouse facility in Franklin and at field sites throughout Milwaukee related to the production and cultivation of trees, shrubs, perennials, and annuals planted on City-owned properties or grown for external customers. During peak greenhouse operations, the Nursery Specialist assumes responsibility for weekend greenhouse monitoring, watering, and pest management on a rotational basis and attends to greenhouse emergencies such as malfunctioning heaters and irrigation systems and pest and disease outbreaks. Duties and responsibilities include:

- Performs nursery field operations including planting, pruning, staking, conducting plant inventory, performing overall grounds maintenance (mowing, mulching, weeding), and growing stock.
- Handles harvest operations of nursery stock including loading and transporting of plant stock to forestry district yards or project sites.
- Performs greenhouse operations for annual and perennial propagation and production.
- Performs sanitation operations for greenhouse growing systems, facilities, and plant containers.
- Participates in seeding and vegetative propagation, including planting and transplanting processes.
- Participates in the assembly and shipping of plant material to district offices and outside agencies.
- Identifies and reports threatening insect, disease, and cultural conditions impacting field-grown planting stock and greenhouse crops.
- Organizes and performs cultural and disease or insect suppression activities using sanitary, mechanical, biological, and chemical control strategies.
- Uses various hand tools and operates various types of power equipment and vehicles large and small
- Records and monitors field and greenhouse planting stock, tools, and supply inventories.
- References chemical usage forms and pest management guidelines to ensure that proper pesticide application rates, timing, and safety requirements are followed. Records and maintains accurate pesticide application records.

Minimum requirements include one year of experience in nursery, greenhouse, forestry or other horticultural activities OR twenty credits hours in nursery or greenhouse operations, horticulture, forestry or related area; a State of Wisconsin Commercial Pesticide Applicator Certification, (3.1) within six months of hire, and a Wisconsin Driver's License.

Based upon the duties and responsibilities and experience requirements for this position this report recommends reclassifying the title to Pay Range 7EN (\$42,188 to \$47,985) with a footnote of up to \$48,944 for employees who attain and maintain two primary technical certifications. This would place the minimum rate of pay for the position consistent with the minimum recruitment rate for Urban Forestry Specialist. The recommended maximum is approximately the midpoint of the range for Urban Forestry Specialist as the Nursery Specialist does not have the breadth of duties and responsibilities for emergency tree care and pruning as is required of the Urban Forestry Specialist.

Further recommended is a footnote that would provide an additional 3% biweekly for one Nursery Specialist assigned to lead worker responsibilities. These duties would include training of seasonal employees, Urban Forestry Specialists, Urban Forestry Laborers and equipment operators assigned to the Nursery during peak operations.

**Current: Equipment Mechanic III PR 7CN \$40,639 - \$46,055**

**Recommended: Equipment Mechanic III PR 7CN \$40,639 - \$46,055  
FN: Up to \$46,976 with specific certifications**

An Equipment Mechanic III is responsible for repairing and maintaining a large fleet of outdoor power equipment utilized by the Forestry Section in landscape and tree maintenance operations. The position makes minor and major repairs to 2- and 4-cycle gas and diesel engines, power-trains (direct, hydraulic or hydrostatic transmissions) electrical systems, fuel and ignition systems, and equipment framing and body components. Duties and responsibilities include:

- Diagnose and make minor and major repairs to outdoor power equipment and forestry maintained specialty vehicles (skid loaders, chippers, mowers, tractors, etc.) including 2-cycle and 4-cycle gas/diesel engines, transmission and power-train components, electrical, fuel and ignition systems, hydraulic systems, spray pumps and apparatus, tires, trailers, etc.
- Schedule and perform preventative maintenance on forestry section equipment including fluid changes, lubrications, mower blade sharpening and replacement, tune-ups, multipoint inspections, wear component replacement, etc. to maximize equipment service life and minimize equipment breakdown and downtime.
- Support Forestry field operations by responding to service calls, performing field diagnostic and light repairs, transporting equipment, and performing off-site maintenance in forestry districts as needed.
- Perform repairs that require heating, cutting with an oxygen-acetylene torch, welding and light carpentry work in fabricating frame and body components, specialty tools, making repairs to equipment, framing, vehicles, trailers, etc.
- Perform general shop clean-up, parts inventorying and storage, incidental part ordering, shop safety and cleanliness inspections, and maintains a safe and orderly personal work space and shop environment for employees.
- Operate various pieces of machinery and hand power tools to complete repairs, fabricate materials associated with maintenance and repairs of forestry outdoor power equipment.
- Participate in snow and ice control operations and provide support for emergency storm operations, subject to evening, weekend and holiday work scheduling as required.

Minimum requirements include three years of experience repairing and overhauling outdoor power equipment and specialty vehicles used in the landscape and tree care industry; and a valid WI Driver's license.

This report recommends retaining the current rates of pay for Equipment Mechanic III in PR 7CN but recommends a footnote of up to \$46,976 for employees who attain and maintain two primary technical certifications.

**Current:** Urban Forestry Specialist Trainee PR 7AN \$33,401 - \$39,087  
FN: Recruitment up to \$36,087 with DER approval

**Recommended:** Urban Forestry Specialist Trainee PR 7AN \$33,401 - \$36,406  
FN: Recruitment up to \$36,087 based upon experience and credentials with the approval of Employee Relations.

Urban Forestry Specialist Trainees perform tasks including planting, maintenance, and removal of trees, landscaping, and turf growing on the City of Milwaukee's boulevards and green spaces. Positions also serve in an emergency capacity removing broken branches and fallen trees. Duties and responsibilities include:

- Prune trees by means of climbing and using a rope and saddle while working at heights of 60 feet and higher.
- Plant, maintain, and remove trees, shrubs, flowers, and turf on City boulevards and green spaces.
- Operate large vehicles such as high-lifts and 2½ ton dump trucks.
- Operate specialized power equipment and hand equipment, such as mowers, stumpers, chainsaws, chippers, trenchers, backhoes, pipe pullers, sprayers, and other hand and motorized equipment.
- Construct, repair, and maintain concealed irrigation systems.
- Participate in snow and ice control operations, including plowing snow and salting city streets.
- Participate in the removal of downed trees and limbs and in the abatement of hazardous conditions caused by wind, snow, and ice storms.
- Maintain records and daily activity reports.

Minimum requirements include at least 18 years of age and a valid Wisconsin Commercial Driver's License.

This report recommends retaining the position title in Pay Range 7AN with a recruitment rate of \$33,401. In addition, this report recommends retaining the ability to recruit up to \$36,406 based upon experience and credentials with the approval of Employee Relations.

### **Pay Progression for Forestry Section Titles**

Developing a model for pay progression within the Forestry Section has included the following components:

- Identification of core tasks performed in each job title
- Designation of technical certifications for each job title
- Pay progression linked to performance review that includes both technical and general competencies
- Task rates for performing project assignments (detailed in the job evaluation recommendations by title)

### **Core Tasks Performed in Each Job Title**

Core tasks have been identified for each of the Forestry Services positions. This process included determining the number of hours required for an employee to gain proficiency in each core task.

For example, for an Urban Forestry Specialist, a new employee would be able to gain proficiency in all core tasks over a three to five year period of time. To achieve this goal, it is incumbent on Urban Forestry Managers to ensure that each employee is rotated through the spectrum of core tasks.

For current employees, a work history analysis of core tasks and hours has already been completed. Going forward, supervisors will work with current employees to ensure experience within the full spectrum of core job tasks. This work history analysis has also identified employees who possess core task expertise and employees with the potential for promotional opportunity.

**Employee Core Task Profile – Two Examples**

Urban Forestry Specialist 8 Years of Experience			Nursery Specialist 4 Years of Experience		
Core Tasks	Hours Required	Hours Attained	Core Tasks	Hours Required	Hours Attained
Tree Pruning	1600	5460	Nursery Tree Harvest & Inventory	1280	1536
Tree Removals	1600	1370	Nursery Tree Planting (Whips)	480	576
Tree Planting	640	580	Nursery Tree Maintenance	960	1152
Stumping/Site Restore	960	445	Nursery Field Preparation & Maintenance	960	808
Boulevard Maintenance	960	555	Annual Flower Production & Maintenance	2720	2601
Snow Removal	480	1185	Stock Plant Bed Management	480	459
Emergency Tree Response	NA	1045	Contract Management	480	340
Debris Removal-Chipping	NA	1175	Inventory Updates-City Lots	480	340
Miscellaneous	NA	1100	Plant Shipping	640	612
			Greenhouse Preparation & Maintenance	160	153
			Shrub & Perennial Management	160	66

Technical Certifications for Forestry Job Titles

This model encourages Forestry employees to attain and maintain certifications to further their professional development and thereby increase their knowledge, skills, and abilities. Employees who gain specific credentials, over and above minimum requirements for their job, would receive an increment at the time the certification is attained. Employees could receive up to two primary certifications of with a corresponding 2% pay increment. In the titles of Urban Forestry Specialist and Urban Forestry Crew Leader, employees could receive one secondary certification with a corresponding 1% increment. Details of the titles and related certifications are listed in the charts below. Certification requirements are listed in the addendum.

Primary certifications require annual Continuing Education Units (CEU) to be maintained. The lapse or expiration of any certification would mean the loss of the associated increment. Employees may attain these certifications at any point in pay range and receive the corresponding increment; however attaining both primary certifications is required to receive the footnoted rates associated with each title.

The technical competencies identified for each of the titles were developed collaboratively by supervisors and employees and take into consideration the knowledge, skills, and abilities required to complete the specific duties and responsibilities of each position. These positions provide tree and landscape care, nursery and greenhouse production, code enforcement and technical expertise, or equipment maintenance and repair. The performance assessment tools, developed in concert with Employee Relations, are intended to promote employee development and productivity in meeting the overall business goals of the Forestry Services Section.

**Certifications – Eligible Titles**

Job Title	Certifications (see key in next chart)														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Urban Forestry Technician	MR	P	P	P	P	P					MR				
Urban Forestry Crew Leader	P	P	P	P	P	P					MR		S	S	S
Urban Forestry Specialist	P	P	P	P	P	P					S		S	S	S
Nursery Crew Leader	P	P	P	P	P		P					MR			
Nursery Specialist	P	P	P	P	P		P					MR			
Lead Equipment Mechanic								P	P	P	S				
Equipment Mechanic III								P	P	P	S				

P=Primary Certification, S=Secondary Certification, MR=Minimum Requirement

**Primary and Secondary Certifications Key**

#	Certification	Primary/Secondary	Increment %
1	International Society of Arboriculture Certified Arborist	P	2%
2	Board Certified Master Arborist	P	2%
3	International Society of Arboriculture Municipal Specialist	P	2%
4	International Society of Arboriculture Tree Risk Assessment Qualification	P	2%
5	Tree Care Industry Association Certified Tree Care Safety Professional	P	2%
6	National Association of Landscape Professionals Exterior Technician	P	2%
7	National Association of Landscape Professionals Horticultural Technician	P	2%
8	Equipment and Engine Training Council Certified Engine Technician	P	2%
9	Equipment and Engine Training Council Certified Systems Technician	P	2%
10	Equipment and Engine Training Council Certified Master Technician	P	2%
11	UW Extension Certified Pesticide Applicator Turf and Landscape 3.0	S	1%
12	University of Wisconsin Extension Certified Pesticide Applicator Greenhouse and Nursery	MR	NA
13	International Society of Arboriculture Utility Specialist	S	1%
14	International Society of Arboriculture Climber Specialist	S	1%
15	International Society of Arboriculture Aerial Lift Specialist	S	1%

P=Primary Certification, S=Secondary Certification, MR=Minimum Requirement

Pay Progression, Performance Reviews, and Competencies

Another component of this pay progression model is the creation of a performance evaluation tool. Forestry employees will be evaluated on their job performance using specific competencies related to the duties and responsibilities of their job title. These competencies include general core competencies common to all Forestry Section job titles, as well as job specific technical competencies. A listing of the Forestry Core Competencies and an example of Technical Competencies follow.

**Forestry Core Competencies**

Competency	Description
Safety	Engages in safe work practices using recognized safety standards; during all phases of every work assignment always secures work sites to ensure the safety of self, co-workers, and the public; recognizes any unsafe conditions and corrects deficiencies immediately before beginning or continuing an assignment; wears PPE that is job appropriate; uses chemicals and pesticides appropriately by law.
Vehicle and Equipment Use	Maintains PPE according to department standards; inspects and maintains all equipment prior to use and throughout its operation. Loads, stores, and transports all equipment and tools appropriately.
Communication	Communicates and cooperates with the public, co-workers, and others to assess needs and determine expectations, provides information and assistance; defines products and services; is committed to providing customer focused and team oriented quality service; manages and

	resolves disagreements in a constructive manner; develops and maintains sound relationships with others; practices active listening; relates well with people from diverse backgrounds and treats all people with dignity and respect. Accurately documents and communicates daily work production.
Productivity	Recognizes and establishes the most efficient method in which to complete work assignments using work procedures that are consistent with departmental and industry standards, always maintaining safety; is able to utilize available resources of personnel and equipment to complete work assignments in an effective manner and meet quality standards; uses initiative to find new solutions, improve methods of work, train others, and acquire new skills; estimates the time needed to perform work assignments and manages time effectively.
Judgment and Decision Making	Makes sound, well-informed, and objective decisions by using good problem solving and evaluation skills; takes responsibility for all work activity; clearly communicates decisions; provides a reason for the decision; recognizes the impact and effect of decisions; assesses risks and takes action to accomplish goals.
Supervision/ Leadership (specific to Crew Leader & Lead positions)	Plans, organizes, assigns, and monitors work progress; monitors individual and team performance and provides feedback, coaching, training, and mentoring as needed; sets goals and holds individuals and teams accountable for goal accomplishment; fosters positive interaction among team members; treats employees consistently and fairly and maintains open and effective communication with individuals and teams.

**Technical Competencies  
Urban Forestry Specialist & Urban Forestry Crew Leader**

Competency	Description	Related Work Tasks
Tree Maintenance and Removals	Plans and executes all pruning, topping, tree felling and stump grinding operations utilizing the correct equipment and safety procedures for the work performed; removes debris and restores worksite to pre-work condition; conducts tree surveys, hazard assessments, and injects and treats trees employing accepted departmental standards and current industry practices; performs safe and efficient emergency response operations.	<ul style="list-style-type: none"> <li>• Climbing/Pruning</li> <li>• Tree Removal – Topping</li> <li>• Trunk Removal/Tree Felling</li> <li>• Stump Grinding</li> <li>• Stump Chip Removal/Site Restoration</li> <li>• Lift Truck Pruning</li> <li>• Lift Truck – Line Clearance Pruning</li> <li>• Emergency Tree Response</li> <li>• Tree Survey/Inventory Data Updates/Hazard Tree Assessment</li> <li>• Debris Removal – Chipping &amp; Raking Crews</li> <li>• Tree Injections/Treatments</li> <li>• Post Plant Maintenance</li> </ul>
Landscape Installation and Planting	Constructs and prepares landscaping and boulevard beds for flower, tree, and shrub planting; plants flowers, trees, and shrubs on boulevard islands and tree border areas; installs, maintains, and repairs irrigation systems.	<ul style="list-style-type: none"> <li>• Tree Planting</li> <li>• Flower Bed Preparation/Planting</li> <li>• Irrigation Installation &amp; Repair</li> <li>• Boulevard Bed Construction &amp; Planting</li> </ul>
Landscape Maintenance	Mows, trims, and maintains boulevard beds and landscapes; maintains newly planted trees; applies chemical treatments for pest and weed control on turf, trees, shrubs, and flowers; conducts Tot Lot maintenance. Seasonally conducts snow removal and plowing when assigned.	<ul style="list-style-type: none"> <li>• Boulevard Bed Maintenance</li> <li>• Mowing</li> <li>• Chemical Applications (Turf &amp; Landscape)</li> <li>• Tot Lot Maintenance</li> <li>• Snowplowing/GIC Operations</li> <li>• Snow Removal – Sidewalks</li> </ul>

Employees will be evaluated on these technical and core competencies throughout the year as they complete projects and assignments. These periodic reviews are a simplified version of the annual review form and become the

basis for the employee's annual review rating. Employees will receive feedback on their performance based upon input from supervisors, crew leaders, or other employees serving in a lead worker role. The annual performance review form includes a five point scale and employees would need to achieve a minimum average rating in order to receive a pay increment of 2%. Employees at the maximum of the pay range would receive the 2% increment as a lump sum. Examples of the both the periodic review evaluation and annual performance review forms are provided in the Appendix.

If an employee receives a less than fully satisfactory performance review rating, that employee would not receive a pay increment. In such a case, a Forestry supervisor would develop an individualized performance improvement plan for that employee.

### **Transition Process and Implementation**

Transition into this model will involve communication and training for employee and supervisors on the performance review process. At the point in time that the report is approved, the department would start the evaluation process by scheduling meetings between supervisors and employees that communicate:

- A summary of each employee's experience in the core job tasks
- Goal setting for the performance review period related to core job tasks
- A review of the performance expectations in meeting core and technical competencies
- An explanation of how attaining and maintaining specific certifications impact pay
- Communicating the process for selection into project or lead worker assignments

An initial performance review period of six months is envisioned for the first performance review period with an annual review period to follow thereafter. In terms of job related certifications, a related increment would be given effective with implementation date of the report for any certifications not previously recognized. Further certifications would be recognized at the time the certification is attained.

Consideration for lead and project assignments and the associated task rate would be given to those employees who achieve or surpass a fully satisfactory level of performance on performance reviews.

### **Attachments**

- A. Certification requirements and ongoing CEU's
- B. Performance review documents – periodic and annual forms


### **Action Required**

In the Salary Ordinance, under Pay Range 3GN, delete the title "Urban Forestry Inspector"; under Pay Range 3NN, delete the title "Urban Forestry Technician" and footnotes "9" and "10" in their entirety.; under Pay Range 7AN, delete footnote "1" in its entirety and replace as follows: "(1) Recruitment up to \$1,400.24 (\$36,406.24) with credentials/experience and with the approval of DER."; under Pay Range 7BN, delete the title "Nursery Specialist" and footnotes "1" and "5" in their entirety.; under Pay Range 7CN, delete footnotes "4" and "6" in their entirety; add designation "8" to the title "Equipment Mechanic III" with footnote "8" to read: "(8) Employees in the Forestry Section will advance 2% of base pay up to \$1,771.35 biweekly (\$46,055.10) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to \$1,806.77 (\$46,976.02) when they attain and maintain both of the two primary certifications."; under Pay Range 7EN, delete the title "Urban Forestry Specialist" and footnote "1" in its entirety.; add the title "Nursery Specialist (11)(12)" with footnotes "11" and "12" to read: "(11) Recruitment is at \$1,622.61 (\$42,187.86). Employees in the Forestry Section will advance 2% of base pay up to \$1,845.58 biweekly (\$47,985.08) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for

attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to \$1,882.46 (\$48,943.96) when they attain and maintain both of the two primary certifications. (12) One assignment as a leadworker to be paid an additional 3% biweekly.”; under Pay Range 7FN, delete footnotes “(1)”, “(3)” and “(6)” in their entirety and replace footnote (1) to read: “(1) Recruitment is at \$1,649.23 biweekly (\$42,879.98). Employees in the Forestry Section will advance 2% of base pay up to \$1,890.58 biweekly (\$49,155.08) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to \$1,928.38 (\$50,137.88) when they attain and maintain both of the two primary certifications. “; under Pay Range 7HN, add the title “Urban Forestry Specialist (13)(14)” with footnotes to read: “(13) Recruitment is at \$1,622.61 (\$42,187.86). Employees in the Forestry Section will advance 2% of base pay up to \$2,001.89 biweekly (\$52,049.14) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to \$2,041.92 biweekly (\$53,089.92) when they attain and maintain both of the two primary certifications. (14) Up to nine assignments in Core Forestry Operations to be paid an additional 3% biweekly.”; under Pay Range 7IN, add the title “Nursery Crew Leader (1)(7)””; delete footnotes “1” and “3” in their entirety and replace with the following: “(1) Recruitment is at \$1,979.77 (\$51,474.02) Employees in the Forestry Section will advance 2% of base pay up to \$2,217.58 biweekly (\$57,657.08) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and for Urban Forestry Crew Leader additional 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to \$2,261.92 (\$58,809.92) when they attain and maintain both of the two primary certifications. (3) Up to six project or leadworker assignments in to be paid an additional 3% biweekly.”; and (7) One assignment performing Greenhouse oversight to be paid an additional 3% biweekly.”; under Pay Range 7LN, add the title “Urban Forestry Technician (3)(4)” with footnotes to read as follows: (3) Recruitment is at \$2,028.83 biweekly (\$52,749.58). Employees in the Forestry Section will advance 2% of base pay up to \$2,404.69 biweekly (\$62,521.94) upon certification by the Commissioner of Public Works of having attained the required job performance and demonstrated competencies (2% lump sum if paid at the maximum of the range). Employee may advance 2% of base pay each for attaining and maintaining up to two primary certifications and 1% of base pay for attaining and maintaining one secondary certification. Employees may advance up to \$2,439.46 biweekly (\$63,425.96) when they attain and maintain both of the two primary certifications. (4) One assignment in Contract Administration to be paid an additional 3% biweekly.”; under Pay Range 8IN, delete the title “Nursery Crew Leader” and footnote “8” in its entirety.

In the Positions Ordinance, under the Department of Public Works – Operations Division, Forestry Section, Field Operations, delete two positions of “Urban Forestry Inspector (X)” and add two positions of “Urban Forestry Technician”; and designation “(A)” with footnote “(A)” to read: “(A) One assignment in Contract Administration to be paid an additional 3% biweekly.”; under the title “Urban Forestry Crew Leader” add designation “(B)” with footnote “(B)” to read: “(B) Up to six project or leadworker assignments in to be paid an additional 3% biweekly.”, under the title “Urban Forestry Specialist” add designation “(D)” with footnote to read: “(D) Up to nine assignments in Core Forestry Operations to be paid an additional 3% biweekly.”; under Nursery Operations, the title “Nursery Crew Leader”, add designation “(C)” with footnote (C) to read: “(C) One assignment performing Greenhouse oversight to be paid an additional 3% biweekly.”; and under the title “Nursery Specialist”, add designation “(E)” with footnote (E) to read: “(E) One assignment as a leadworker to be paid an additional 3% biweekly.”; and under Shop Operations, add one position of “Equipment Mechanic III”.

Prepared By:

  
Andrea Knickerbocker, Human Resources Manager

Reviewed By:

  
Maria Monteagudo, Employee Relations Director



**Attachment A: Certifications, Requirements, and Ongoing CEU's**

**Forestry Certifications and Certification Requirements**

Certifications are attain and maintain. Each employee is responsible for providing documentation as proof for each certification or re-certification. If a certification lapses, the employee will receive the corresponding decrease in rate of pay associated with the certification.

<b>Certification</b>	<b>Eligibility Requirements</b>	<b>Initial Certification and Recertification Requirements</b>
ISA Certified Arborist	Three years of full-time experience in Arboriculture or two years of full-time experience plus two year degree in related field, OR One year of full-time experience plus four year degree in related field.	Initial certification: Written certification examination
		Recertification within three years: 30 Approved CEU's OR Written certification examination
ISA Board Certified Master Arborist	ISA Certified Arborist and specific work and/or educational experience – see ISA website <a href="http://www.isa-arbor.com">www.isa-arbor.com</a> .	Initial Certification: Written certification examination
		Recertification within three years: 60 Approved CEU's OR Written certification examination
ISA Certified Arborist Municipal Specialist	ISA Certified Arborist and three years municipal arborist experience.	Initial certification: Written certification examination
		Recertification within three years: 42 Approved CEU's (30 towards ISA Certified Arborist) OR Written certification examination
ISA Tree Risk Assessment Qualification	ISA Certified Arborist OR ISA Board Certified Arborist OR Accredited Arboriculture OR Urban Forestry degree.	Initial and Recertification: Two-day training workshop AND written certification examination every five years.
TCIA Certified Treecare Safety Professional (CTSP)	Three years of technical field experience in tree care with at least 1 year of assumed responsibility for safety OR Six months technical field experience in arboriculture and one year in a professional safety position OR Two or four year degree in Arboriculture, Forestry, Ornamental/Environmental Horticulture, Natural Resources.	Initial Certification: 1.5 days training workshop and pass 3 hour exam.
		Recertification – Obtain 30 Approved CEU's or re-attend workshop and re-pass certification exam in 3 years.
National Association of Landscape Professionals – Exterior Technician	One year of full-time work experience.	Initial Certification: Written certification examination AND hands-on test (1 day of testing).
		Recertification: Obtain 24 Approved CEU's or re-pass certification exam in 2 years.
National Association of Landscape Professionals – Horticultural Technician	One year of full-time work experience.	Initial Certification: Two-part written certification exam.
		Recertification: Obtain 24 approved CEU's or re-pass certification exam in 2 years.

**Attachment A - Continued**

<p><u>Equipment and Engine Training Council – Certified Engine Technician</u></p> <p><u>Equipment and Engine Training Council – Certified System Technician</u></p> <p><u>Equipment and Engine Training Council – Certified Master Technician</u></p>		<p>Initial Certification – <u>Certified Engine Technician requires passing three written certification exams including:</u></p> <ul style="list-style-type: none"> <li>• Four stroke engine certification exam.</li> <li>• Two stroke engine certification exam.</li> <li>• Compact diesel engine certification exam.</li> </ul> <p><u>Certified Systems Technician requires passing three written certification exams including</u></p> <ul style="list-style-type: none"> <li>• Electrical</li> <li>• Driveline/Hydraulic/Hydrostatic</li> <li>• Components Plus</li> </ul> <p><u>Master Technician Certification</u> Attain and maintain status as Certified Engine Technician AND Certified System Technician.</p> <p>Recertification:</p> <ul style="list-style-type: none"> <li>• Re-pass certification exams in 3 years, OR</li> <li>• Submit a manufacturer master technician certificate, OR</li> <li>• Submit 5 manufacturer/distributor update seminar certificates, OR</li> <li>• Submit a technical school certificate.</li> </ul> <p>(See <a href="http://www.eetc.org/">www.eetc.org/</a> for details)</p>
<p>Wisconsin (UWEX) Certified Pesticide Applicator - Turf and Landscape 3.0</p>		<p>Initial and Recertification -</p> <ul style="list-style-type: none"> <li>• Pass written exam every 5 years.</li> </ul>
<p>ISA Certified Arborist Utility Specialist</p>	<p>ISA Certified Arborist and specific work experience - see ISA website <a href="http://www.isa-arbor.com">www.isa-arbor.com</a>.</p>	<p>Initial Certification: Pass written exam</p> <p>Recertification: Obtain 36 approved CEU's (30 towards ISA Certified Arborist) OR Re-pass certification exam in 3 years.</p>
<p>ISA Certified Tree Worker Climber Specialist</p>	<p>Minimum 1.5 years of climbing experience in Arboriculture. Valid proof of training in a physical aerial rescue, CPR, and first aid.</p>	<p>Initial Certification: Pass written and performance exams</p> <p>Recertification: Obtain 15 approved CEU's and provide proof of re-training in aerial rescue, CPR, first aid, OR Re-pass certification exam in 3 years.</p>

**Attachment A - Continued**

ISA Certified Tree Worker Aerial Lift Specialist	Minimum 1.5 years experience in Arboriculture with at least 6 months of aerial lift operation. Valid proof of training in a physical aerial rescue, CPR, and first aid.	Initial Certification: Pass written and performance exams
		Recertification: Obtain 15 approved CEU's and provide proof of re-training in aerial rescue, CPR, first aid, OR Re-pass certification exam in 3 years.

Additional information regarding the certifications can be found on-line as follows:

International Society of Arboriculture (ISA) – [www.isa-arbor.com](http://www.isa-arbor.com)

Tree Care Industry Association (TCIA) - [www.tcia.org](http://www.tcia.org)

National Association of Landscape Professionals (NALP) – [www.landscapeprofessionals.org/](http://www.landscapeprofessionals.org/)

Equipment and Engine Training Council (EETC) – [www.eetc.org/](http://www.eetc.org/)

UW-Extension Pesticide Applicator Training Program - <http://ipcm.wisc.edu/pat/>

## Attachment B: Periodic and Annual Review Forms

### Forestry Periodic Performance Appraisal - Example

#### CORE AREAS

Satisfactory / Unsatisfactory

		Satisfactory	Unsatisfactory
<b>1.</b>	<b>SAFETY</b>		
a.	Follows all safety practices during all phases of assignment regarding personal, worksite, and the safety of others; includes using proper PPE.		
b.	Recognizes unsafe conditions and acts to correct deficiencies.		
c.	Uses chemicals and pesticides appropriately by law.		
<b>2.</b>	<b>VEHICLE &amp; EQUIPMENT USE</b>		
a.	Inspects and maintains all equipment and PPE according to department standards.		
b.	Appropriately loads, stores, and transports all equipment and tools.		
<b>3.</b>	<b>COMMUNICATION</b>		
a.	Communicates, cooperates, manages, and resolves disagreements appropriately with the public, co-workers, and others.		
b.	Committed to providing customer focused and team oriented quality service.		
c.	Develops and maintains sound relationships.		
d.	Accurately documents and communicates daily work production.		
<b>4.</b>	<b>PRODUCTIVITY</b>		
a.	Recognizes, establishes, and uses procedures consistent with standards to deliver the most efficient method in which to complete work.		
b.	Estimates and manages the time needed to perform work and uses personnel and equipment to complete work effectively.		
d.	Trains others on all aspects of work when necessary.		
<b>5.</b>	<b>JUDGMENT &amp; DECISION MAKING</b>		
a.	Uses good problem solving and evaluation skills to make sound decisions and takes responsibility for work outcomes to accomplish goals.		
b.	Communicates decisions and understands their impact.		
<b>6.</b>	<b>SUPERVISION / LEADERSHIP (CREW LEADER/LEAD WORKER)</b>		
a.	Plans, organizes, assigns, and monitors work progress of individuals and teams.		
b.	Provides feedback, coaching, training, and mentoring when needed.		
c.	Holds teams and individuals accountable for work assignments.		
d.	Fosters positive interaction, treats employees fairly, and communicates effectively.		

#### TECHNICAL AREAS

Satisfactory / Unsatisfactory

		Satisfactory	Unsatisfactory
<b>1.</b>	<b>TREE MAINTENANCE</b>		
a.	Plans and completes tree maintenance using proper equipment and safety measures.		
b.	Removes debris and restores worksite.		
c.	Conducts tree surveys and hazard assessments.		
d.	Injects and treats trees, shrubs, and turf according to standards.		
e.	Performs safe and efficient emergency response operations.		
<b>2.</b>	<b>PREPARATION &amp; PLANTING</b>		
a.	Constructs and prepares landscaping and boulevard beds.		
b.	Installs, maintains, and repairs irrigation systems.		
<b>3.</b>	<b>LANDSCAPE MAINTENANCE</b>		
a.	Mows, trims, and maintains boulevard beds and landscapes.		
b.	Applies chemical treatments.		
d.	Conducts snow removal and plowing seasonally as assigned.		

#### COMMENTS

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**Attachment B: continued**

**FORESTRY ANNUAL PERFORMANCE REVIEW FORM - EXAMPLE**

<b>URBAN FORESTRY SPECIALIST</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>CORE COMPETENCIES</b>	<b>Exceptional</b>	<b>Exceeds standards</b>	<b>Meets standards</b>	<b>Below standards</b>	<b>Unsatisfactory</b>
<b>Safety:</b>					
Engages in safe work practices using recognized safety standards ; takes the safety of self, co-workers, and the public into consideration during all phases of every work assignment; recognizes any unsafe conditions and corrects deficiencies immediately before beginning or continuing an assignment; wears PPE that is job appropriate; maintains PPE according to department standards; inspects and maintains all equipment prior to use and throughout its operation; loads, stores, and transports all equipment and tools appropriately; uses chemical and pesticides appropriately.					
<b>Communication:</b>					
Communicates and cooperates with the public, co-workers, and others to assess needs and determine expectations, provides information and assistance; defines products and services; is committed to providing customer focused and team oriented quality service; manages and resolves disagreements in a constructive manner; develops and maintains sound relationships with others; practices active listening; relates well with to people from diverse backgrounds and treats all people with dignity and respect.					
<b>Productivity:</b>					
Recognizes and establishes and most efficient method in which to complete work assignments using work procedures that are consistent with departmental and industry standards, always maintaining safety; is able to utilize available resources of personnel and equipment to complete work assignments in an effective manner and meet quality standards; uses initiative to find new solutions, improve methods of work, train others, and acquire new skills; estimates the time needed to perform work assignments and manages time effectively.					
<b>Judgment and Decision Making:</b>					
Makes sound, well-informed, and objective decisions by using good problem solving and evaluation skills; takes responsibility for all work activity; clearly communicates decisions; provides a reason for the decision; recognizes the impact and effect of decisions; assesses risks and takes action to accomplish goals.					

<b>TECHNICAL COMPETENCIES</b>						
<b>Tree Maintenance:</b>						
Plans and executes all pruning, topping, tree felling and stump grinding operations utilizing the correct equipment and safety procedures for the work performed; removes debris and restores worksite to pre-work condition; conducts tree surveys, hazard assessments, and injects and treats trees employing accepted departmental standards and current industry practices; performs safe and efficient emergency response operations; seasonally conducts snow removal and plowing when assigned.						
<b>Preparation and Planting:</b>						
Constructs and prepares landscaping and boulevard beds for flower and tree planting; plants flowers and trees in boulevards as well as other areas; installs, maintains, and repairs irrigation systems.						
<b>Landscape Maintenance:</b>						
Mows, trims, and maintains boulevard beds and landscapes; maintains newly planted trees; conducts chemical applications for turf and newly planted trees; conducts Tow Lot maintenance.						
<b>Column Total</b>						
<b>Average Score (Total Score / 7)</b>						
<b>Rating Scale Definitions:</b>						
5	Exceptional - The employee performs at an exceptional level when fulfilling normal daily job responsibilities; regularly exceeding expectations. The employee frequently offers suggestions and makes contributions which add value to completing departmental responsibilities. The employee consistently works to meet or exceed departmental goals.					
4	Exceeds standards - the employee often performs at a level that exceeds standards when fulfilling normal daily job responsibilities. The employee regularly offers suggestions and makes contributions which add value to completing departmental responsibilities. The employee often works to meet departmental goals.					
3	Meets standards - the employee performs at a level that meets standards when fulfilling normal daily job responsibilities. The employee occasionally offers suggestions and makes contributions which add value to completing departmental responsibilities. The employee works to meet departmental goals.					
2	Below standards - the employee performs at a level that is below standards when fulfilling normal daily job responsibilities. The employee rarely offers suggestions or makes contributions which add value to completing departmental responsibilities. The employee is inconsistent when working to meet departmental goals.					
1	Unsatisfactory - the employee performs at an unsatisfactory level and has difficulty in fulfilling normal daily job responsibilities. The employee never offers suggestions or makes contributions which add value to completing departmental responsibilities. The employee is unable to meet departmental goals.					

**Job Evaluation Report**

City Service Commission Meeting: December 8, 2015

**HEALTH DEPARTMENT**

Current	Recommendation
Public Health Nurse PR 2DN (\$53,044 - \$59,498) 50 Positions  FN: Public Health Nurse Coordinator duties additional \$45 biweekly  FN: Certifications attain/maintain or Master's Degree additional \$30 biweekly	Public Health Nurse 1 PR 2DN (\$53,044 - \$59,498) Underfill Title FN: Recruitment above minimum allowed commensurate with experience and credentials with DER approval.
	Public Health Nurse 2 PR 2EN (\$55,696 - \$63,426) Underfill Title FN: Recruitment above minimum allowed commensurate with experience and credentials with DER approval.
	Public Health Nurse 3 PR 2FN (\$62,060 - \$67,616) 36 positions
	Public Health Nurse Coordinator PR 2GN (\$56,234 - \$72,063) 14 positions
	FN all Titles: Related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health additional \$30 biweekly.
Nurse Practitioner-STD/HIV Program PR 2GN (\$57,572 - \$72,063)	Nurse Practitioner PR 2HN (\$58,157 - \$76,806)

**Background**

The Commissioner of Health Bevan Baker has proposed a Career Ladder for Public Health Nurse, Public Health Nurse Coordinators, and Nurse Practitioner. This initiative has been led by Director of Nursing Tiffany Barta and developed by the Health Department committee members including: Jill Radowicz, Julie Katrichis, Erin Cronn, Jill LeStarge, Susan Hempel Picione, Tim Maher, and Lara Sobek. The committee worked in collaboration with Employee Relations staff including Maria Monteagudo, Employee Relations Director Carl Nagy and Andrea Knickerbocker, Human Resources Managers.

Over the last several years the Milwaukee Health Department has had difficulty attracting and retaining Public Health Nurses. The City of Milwaukee competes for Nurses with community based clinics, hospitals, and schools that recruit nurses with four year degrees at higher salaries and often with signing bonuses. This high turnover rate and the ongoing need to fill vacancies prompted a review of the relevant labor market earlier this year. An interim report recommending a higher minimum recruitment rate for nurses was approved by the Common Council and Mayor in June of this year. This labor market review revealed that the pay level for Public Health Nurses is significantly below the local labor market. This report recommends new pay ranges and pay progression for a career ladder linked to competencies, work performance and credentials.

Extensive and detailed documentation on this career ladder is included in the appendix and includes position level definitions, competencies, continuing education requirements, performance expectations, performance review forms and procedures, and the implementation process.

<b>Current:</b>	<b>Public Health Nurse</b>	<b>PR 2DN \$53,044 - \$59,498</b>	<b>50 positions</b>
<b>Recommended:</b>	<b>Public Health Nurse 1*</b>	<b>PR 2DN \$53,044 - \$59,498</b>	<b>Underfill Title</b>
	<b>Public Health Nurse 2*</b>	<b>PR 2EN \$55,696 - \$63,426</b>	<b>Underfill Title</b>
	<b>Public Health Nurse 3</b>	<b>PR 2FN \$62,060 - \$67,616</b>	<b>36 positions</b>
	<b>Public Health Nurse Coordinator</b>	<b>PR 2GN \$56,234 - \$72,063</b>	<b>14 positions</b>
	<b>*Recruitment commensurate with experience and credentials with the approval of DER</b>		

The Milwaukee Health Department Public Health Nurses provide population-based and individual nursing activities in homes, schools, clinics, and community settings that are designed to assure that healthcare is accessible and available to residents. The majority of the positions are dedicated to meeting the public health outcomes for the Family and Community Health and Disease Control and the Environmental Health Divisions. Nursing programs addressing these outcomes include Empowering Families of Milwaukee, Nurse Family Partnership, Communicable and Infectious Disease, Home Environmental Health, Immunizations, Men's Health, STD/HIV, Tuberculosis Control Program, Newborn Screening, Parents Nurturing and Caring For Children, and Milwaukee Breast Cervical Awareness Program. While some Public Health Nurses provide direct clinical services such as immunizations, the main focus of all positions is to assess the needs of the individuals within the context of a community setting by considering economic, social, political, and environmental factors that frequently serve as resources and barriers to achieving and sustaining the public's health.

The interim report recommending a higher minimum recruitment rate of \$53,044 was approved in June of this year. This labor market review also reveals that the maximum pay level for Public Health Nurses is below the local labor market.

**Salary Survey – Public Health Nurses**

June, 2015

Jurisdiction	Title	Pay Range Minimum	Pay Range Maximum
State of Wisconsin*	Public Health Nurse-Advanced	\$52,584	\$101,073
State of Wisconsin*	Public Health Nurse	\$46,365	\$90,183
Waukesha County	Public Health Nurse	\$56,410	\$74,422
City of Greenfield	Public Health Nurse	\$58,722	\$67,382
West Allis	Public Health Nurse II	\$55,806	\$64,043
Milwaukee Public Schools	School Nurse - 10 month position	\$45,397	\$63,445
West Allis	Public Health Nurse I	\$54,704	\$61,068
City of Milwaukee	Public Health Nurse	\$53,044	\$59,498

\*Actual State of Wisconsin salaries range from 46K to \$90K with an average salary of \$69,785.

Over the past three years, the City of Milwaukee Health Department has been faced with recruitment and retention problems. During this span of time a significant number of nurses have resigned or retired, often leaving a large number of vacancies for extended periods of time. Currently there are seven vacancies of Public Health Nurse. Many of the current employees are at varying stages of training and are therefore limited in the scope of their practice within the Public Health Nurse role. This situation is affecting day to day operations of the Health Department, its ability to effectively carry out essential duties with respect to the area of case management, immunization clinics, and the achievement of required objectives within the department's multiple grant-funded programs.

The proposed Public Health Nurse Career ladder is a standardized system of behavioral and performance benchmarks which provides a process for objective evaluation, career growth, personal development and appropriate level of compensation for a Public Health Nurse. This process begins with performance planning, followed by routine coaching and counseling, culminating in performance evaluation and appraisal. Four levels of Public Health Nurse are proposed as a part of this report.



Title	PHN 1	PHN 2	PHN 3	PHN-Coordinator
Minimum Experience/Education	BS in Nursing, Nursing License	At least one year of PHN experience	At least three years of PHN experience	At least four years of PHN experience
PHN Expertise Level	<u>Novice/Beginner</u> Focused on competency building and skills development	<u>Competent</u> Assumes broad responsibilities requiring increased autonomy and professional judgement	<u>Proficient</u> Highly skilled PHN drawing upon experience, intuition, and abstract thinking to guide practice	<u>Expert</u> Well-developed public health expertise
Leadership Skills/Resource		Beginning leadership role	Emerging leadership style	Recognized leader and resource
Client Care Role	Participates in a structured environment under supervision using a prescribed framework to guide practice	Focus on expanding skills, integrating experience-based and theoretical knowledge into practice	Proficient in navigating the public health system	Expanded role beyond expectation of direct client care, advocate
Breadth of duties and responsibility	Uses <u>basic nursing knowledge</u> to provide safe client care while gaining public health experience	Provides effective care, becoming <u>adept in handling complex clients and situations</u>	<u>Increased complexity based upon the need to use an interdisciplinary approach</u> to maximize the delivery of quality care	<u>Represents the department within the community.</u> Promotes the field of Public Health Nursing
Level of Responsibility	Learning to perform full scope of public health experience	Continues to seek mentoring and guidance	Mentor or preceptor role	Highest level non-supervisory PHN

**Current:** Nurse Practitioner-STD/HIV Program PR 2GN \$57,572 - \$72,063  
**Recommendation:** Nurse Practitioner PR 2HN \$58,157 - \$76,806

The Nurse Practitioner is an integral member of the Sexually Transmitted Disease clinical team, providing state-of-the-art STD medical services and clinical training to practicing health care providers in the region. The scope of practice includes the blending of nursing and medical services for individuals, families and groups. This includes individual clients and the impact of their behaviors on the health of the community. In the Milwaukee Health Department STD clinic, the Nurse Practitioner oversees and guides the practice of Public Health Nurses who staff the clinic, as well as acting as a preceptor for Advance Practice Nurses, medical students and medical residents. The Nurse Practitioner diagnoses and treats sexually transmitted diseases based on national STD guidelines provided by the Center for Disease Control and Milwaukee Health Department medical orders. The Nurse Practitioner works with the Health Department's Medical Director in the interpretation and updating of the department's STD medical orders. The Nurse Practitioner must meet all regulatory requirements for certification and education for the State of Wisconsin.

Based upon pay data from the Economic Research Institute (a subscription salary survey database) for Nurse Practitioners within southeastern Wisconsin, this report recommends reallocating the Nurse Practitioner up to Pay Range 2HN (\$58,157-\$76,806).

### **Pay Progression and Promotion within the Career Ladder**

A performance assessment will be done on an annual basis for each employee including a one year probationary review at each title level. The performance assessment provided within a level is a combination of:

- Demonstration of competency in Business Practices, Professional Conduct and Work Expectation, and achieving Technical Competencies
- Achievement of goals
- Attainment of Continuing Education Credits, higher education coursework, or equivalent each year

A performance assessment rating that 'Meets Expectations' or higher will result in a 2% salary increment calculated on the employee's current rate of pay. An employee paid at the maximum of the pay range of Public Health Nurse 3 or Public Health Nurse-Coordinator that 'Meets Expectations' or higher would receive a 2% lump sum amount.

An employee who receives a performance assessment rating of less than 'Meets Expectations' will result in a Performance Improvement Plan and/or disciplinary action. An employee may initiate an appeal of a performance assessment. This procedure is detailed within the career ladder document in the addendum of this report. If an employee's appeal is successful, the salary increment would be retroactive.

Promotion to a higher level title within the career ladder will result in a 5% promotional increment or the minimum of the pay range, whichever is higher.

### **Special Attainment Pay**

This career ladder retains an employee's eligibility to receive special attainment pay for a Master's Degree or nursing-practice related certification. Determination of certification eligibility will be determined by the Commissioner of Health and will result in an additional \$30 biweekly. These certifications must be maintained in order to continue to receive the associated increment.

### **Career Ladder Implementation Process**

With the approval of this career ladder, employees who have completed an initial probationary period will complete a performance assessment and then be placed into the appropriate Public Health Nurse title effective retroactive to the implementation date of this report. Employees currently within a probationary period will be placed into the appropriate Public Health Nurse title effective retroactive to the implementation date of this report in consultation with the Director of Nursing, Health Department human resources personnel and Employee Relations.

### **Actions Required – Effective Pay Period 1, 2016 (December 20, 2015)**

In the Salary Ordinance, under Pay Range 2DN, delete the title "Public Health Nurse" and footnotes "9", "10" and "11" in their entirety; add the title "Public Health Nurse I (9)(10)" with the footnotes to read: "(9) Recruitment is at \$2,040.16 (\$53,044.16) Recruitment above minimum is allowed commensurate with experience and credentials with DER approval." and "(10) An employee will receive a special attainment rate of \$30 biweekly for a related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health. Certifications must be maintained to continue to receive the additional rate."; under Pay Range 2EN, add the title "Public Health Nurse 2 (14)(15)" with footnote "14" to read: "(14) Recruitment is at \$2,142.15 (\$55,696.00). Recruitment above minimum is allowed commensurate with experience and credentials with DER approval. Employees will advance at 2% of the

employee's base rate on an annual basis upon certification by the Commissioner of Health of having attained the required job performance, demonstrated competencies, and credentials: \$2,142.15 - \$2,439.48 (\$55,696.00 - \$63,426.48)." and "(15) An employee will receive a special attainment rate of \$30 biweekly for a related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health. Certifications must be maintained to continue to receive the additional rate."; under Pay Range 2FN, add the title "Public Health Nurse 3 (9)(10)" with footnotes to read: "(9) Recruitment is at \$2,386.92 (\$62,060.00). Employees will advance at 2% of the employee's base rate on an annual basis (2% lump sum if paid at the maximum of the range) upon certification by the Commissioner of Health of having attained the required job performance, demonstrated competencies, and credentials: \$2,386.92 - \$2,600.60 (\$62,060.00 - \$67,615.60)., and "(10) An employee will receive a special attainment rate of \$30 biweekly for a related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health. Certifications must be maintained to continue to receive the additional rate."; under Pay Range 2GN, delete the title "Nurse Practitioner – STD/HIV Program" and footnote "2" in its entirety; add the title "Public Health Nurse Coordinator (2)(11)" with the footnotes to read: "(2) Recruitment is at \$2,162.85 (\$56,234.00). Employees will advance at 2% of the employee's base rate on an annual basis (2% lump sum if paid at the maximum of the range) upon certification by the Commissioner of Health of having attained the required job performance, demonstrated competencies, and credentials: \$2,162.85 - \$2,771.65 (\$56,234.00 - \$72,062.90).", and "(11) An employee will receive a special attainment rate of \$30 biweekly for a related Master's Degree or Nursing Certification as designated by the Commissioner of Public Health. Certifications must be maintained to continue to receive the additional rate."; under Pay Range 2HN, add the title "Nurse Practitioner (10)" with footnote "10" to read: "(10) Recruitment is at \$2,236.81 (\$58,157.06)." Employees will advance at 2% of the employee's base rate on an annual basis (2% lump sum if paid at the maximum of the range) upon certification by the Commissioner of Health of having attained the required job performance, demonstrated competencies, and credentials.

In the Positions Ordinance, under Health Department, Family and Community Health Services Division, Men's Health Program, delete one position of "Public Health Nurse (X)(G)(O)" and add one position of "Public Health Nurse 3"; under Southside/Norwest Health Center, delete two positions of "Public Health Nurse (X)(G)(O)" and add two positions of "Public Health Nurse Coordinator (X)(G)(O)"; under Empowering Families of Milwaukee Program, delete four positions of "Public Health Nurse (X)(G)(EEE)" and add four positions of "Public Health Nurse 3 (X)(G)(EEE)", delete five positions of "Public Health Nurse (X)(G)" and add five positions of "Public Health Nurse 3 (X)(G)", delete three positions of "Public Health Nurse (X)(G)(O)" and add three positions of "Public Health Nurse 3 (X)(G)(O)"; under Nurse Family Partnership Program, delete four positions of "Public Health Nurse (X)(G)(J)" and add four positions of "Public Health Nurse 3 (X)(G)(J)", delete three positions of "Public Health Nurse (X)(G)(O)" and add two positions of "Public Health Nurse 3 (X)(G)(O)", and one position of "Public Health Nurse Coordinator (X)(G)(O)", delete one position of "Public Health Nurse (G)(X)" and add one position of "Public Health Nurse 3 (G)(X)"; under PNCC/CCC/Newborn Screening Program, delete five positions of "Public Health Nurse (X)(G)(O)(N)" and add four positions of "Public Health Nurse 3 (X)(G)(O)(N)", and one position of "Public Health Nurse Coordinator (X)(G)(O)(N)", delete one position of "Public Health Nurse (G)(X)" and add one position of "Public Health Nurse Coordinator (G)(X)"; under Milwaukee Breast Cancer Awareness Program, delete two positions of "Public Health Nurse (X)(G)(GG)(JJ)" and add one position of "Public Health Nurse 3 (X)(G)(GG)(JJ)" and one position of "Public Health Nurse Coordinator(X)(G)(GG)(JJ)"; under Disease Control and Environmental Health Services Division, Childhood Lead Detection Program (Z), delete one position of "Public Health Nurse (X)(G)(Z)" and add one position of "Public Health Nurse 3 (X)(G)(Z)", under Lead Poisoning Control Program – (CDBG), delete two positions of "Public Health Nurse (X)(G)(TT)" and add one position of "Public Health Nurse 3 (X)(G)(TT)", and one position of "Public Health Nurse Coordinator (X)(G)(TT)", under Sexually Transmitted Disease Clinic, delete five positions of "Public Health Nurse (X)(G)", add four positions of "Public Health Nurse 3 (X)(G)" and one position of "Public Health Nurse Coordinator (X)(G)"; under Tuberculosis Control Unit, delete two positions of "Public Health Nurse (X)(G)" and add one position of "Public Health Nurse 3 (X)(G)" and one position of "Public Health Nurse Coordinator (X)(G)"; under Communicable Disease Division, delete five positions of "Public Health Nurse (X)(G)", add three positions of "Public Health Nurse 3 (X)(G)" and two positions of "Public Health Nurse Coordinator (X)(G)"; under Immunization Action Plan Grant (DD), delete three positions of "Public Health Nurse (X)(G)(P)(DD)(EE)(AA)" and add three positions of "Public Health Nurse Coordinator (X)(G)(P)(DD)(EE)(AA)."

Prepared by:

  
\_\_\_\_\_  
Laura Sutherland, Human Resources Representative

Prepared by:

  
\_\_\_\_\_  
Andrea Knickerbocker, Human Resources Manager

Reviewed by:

  
\_\_\_\_\_  
Maria Monteagudo, Employee Relations Director

# APPENDIX A: PHNCL TIPS AND CHECK LIST

## Tips for preparing for a Public Health Nurse Performance Appraisal

- Don't wait until a week or two before your appraisal to think about how to prepare for your review. Look ahead at the criteria for the level you wish to advance to. Think about what you already do to meet the criteria. Are there any criteria where you need to strengthen your practice? What can you do to advance your performance in these areas?
- During the year, keep a record or file folder with documentation on how you met criteria.
- Use the technical and core competency grid, look to the level you are applying for and keep notes on things you did that are examples of how you met specific criteria
- Make copies of documentation or forms that demonstrate technical or core competencies (be sure to block out any patient identifiers)
- Certificates or documentation of continuing education
- Articles or information you shared with staff
- Materials from projects or committee participation
- Ask for peer input on how you met certain criteria such as being an advocate for change, fostering teamwork etc.

Date	Timeline	Step	Done
	During the evaluation period	Non-accredited CEU and higher education course work must have been preapproved by supervisor and/or DON prior to PHNCL PA.	<input type="checkbox"/>
	During the evaluation period	PHN should keep a folder of documentation of CEUs, certificates, documentation to support technical and core competencies, and materials from projects and committees.	<input type="checkbox"/>
	During the evaluation period (For Tier 3 and 4 PHNs only)	PHNs at Tier 3 & 4 and their evaluator determines the proficiencies within each competency (contained in the Core and Technical Competency Grid) that apply to their job description	<input type="checkbox"/>
	Four weeks prior to evaluation (eleven months after previous evaluation)	PHN and evaluators schedule the evaluation meeting	<input type="checkbox"/>
	Two weeks prior to meeting date	PHNs give evaluators the completed portion of their evaluation tool	<input type="checkbox"/>
	Appraisal meeting	PHNs and evaluators will review performance goals and make goals the following year	<input type="checkbox"/>
	Five business days after the appraisal meeting	PHN has five business days to review and sign PHNCL PA. Appeal process must be started during this time. PHN will be notified of level and/or tier advancement	<input type="checkbox"/>
	Thirty days after appraisal meeting	The final appeal meeting is completed	<input type="checkbox"/>
	During the evaluation period	Supervisors and PHN will hold monthly check-in meetings to monitor progress of goals and other requirements of the PHNCL	<input type="checkbox"/>

# APPENDIX B: PUBLIC HEALTH NURSE CAREER LADDER PERFORMANCE APPRAISAL

## Section 1: PHN & Evaluator Information

Print clearly or type on form.

<b>PHN Name:</b>		
<u>PHN Employee ID#:</u>	<u>Current PHN Tier/Title:</u>	<u>Department/Division:</u>
<u>Direct Supervisor:</u>	<u>Evaluator:</u>	<u>Other Evaluators:</u>
<u>Direct Supervisor Title:</u>	<u>Evaluator's Title:</u>	
<u>Time Period of Evaluation:</u>	<u>Type of Evaluation:</u>	<u>Date of Evaluation:</u>
	<input type="radio"/> Annual <input type="radio"/> Probation <input type="radio"/> Other _____	

## Section 2: Business Practice Expectations

It is acknowledged that while nursing skill underlies nursing practice there are some general business practices all PHNs are expected to perform. Please provide a rating for each of the Business Practice Expectation components listed below. See Appendices for scoring guidelines.

Business Practice Expectations						PHN Self-Assessment Score (1-5)	Evaluator Score (1-5)	
	1	2	3	4	5			
E-mail and Computer Usage	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations			
Documentation	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations			
Productivity/Planning Organizing	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations			
Time Management and Quality	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations			
Accountability	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations			
<b>Total Score: Business Practice Expectations</b>								
<b>Average Score: Business Practice Expectations</b>								
<b>Evaluator Final Score</b>								
<b>Evaluator Comments</b>								

## Section 3: Professional Conduct and Work Expectations

PHNs at all levels have a responsibility to always conduct themselves in a professional manner, fully complying with the expectations listed below. Please provide a rating for each of the Professional Conduct and Work Expectations components. See Appendices for scoring guidelines.

General Workplace Expectations						PHN Self-Assessment Score (1-5)	Evaluator Score (1-5)
	1	2	3	4	5		
Communications/interpersonal Skills	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations		
Reliability	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations		
Professional Conduct/ Appearance	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations		
Nursing Expertise/Judgement	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations		
Adaptability	<input type="checkbox"/> Does not meet expectations	<input type="checkbox"/> Partially meets expectations	<input type="checkbox"/> Meets Expectations	<input type="checkbox"/> Sometimes Exceeds Expectations	<input type="checkbox"/> Consistently Exceeds Expectations		
<b>Total Score: Professional Conduct and Work Expectations</b>							
<b>Average Score: Professional Conduct and Work Expectations</b>							
<b>Evaluator Final Score</b>							
<b>Evaluator Comments</b>							



## Section 4: Core and Technical Competencies

Provide written evidence to support achievement of two or more proficiencies for each competency at the PHN tier being assessed. Include enough detail and specific activities to clearly demonstrate and support your self-assessment score. Proficiencies can be found as bullet points in the Core and Technical Competency Grid. Please provide a rating for each of the Core and Technical Competencies components listed below. See Appendices for scoring guidelines.

PHNCL Categories of Performance	PHN Score	Evaluator Score
Competency 1: Critical Thinking		
Competency 2: Professional Development		
Competency 3: Communication		
Competency 4: Leadership		
Competency 5: Cultural Competency		
Competency 6: Ethics		
Competency 7: Nursing Process		
Competency 8: Quality Improvement		
Competency 9: Community Dimensions of Practice		
Job Specific Expectations (if applicable):		
<b>Total Score (add scores of above categories)</b>		
<b>Average Score (divide total score by number of categories to obtain average)</b>		
<b>Evaluator Final Score</b>		

## Core and Technical Competencies Evidence and Comments

<b>Competency 1: Critical Thinking</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Competency 2: Professional Development</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Competency 3: Communication</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Competency 4: Leadership</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Competency 5: Cultural Competency</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Competency 6: Ethics</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Competency 7: Nursing Process</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Competency 8: Quality Improvement</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Competency 9: Community Dimensions of Practice</b>	PHN's Evidence:
	Evaluator's Comments:
<b>Job Specific Expectations (if applicable)</b>	PHN's Evidence:
	Evaluator's Comments:

## Section 5: Developmental Goals

The following items reflect the PHN's goals set during discussion with the evaluator.

### A. Goals attained during this evaluation period

Goals	Actions steps that lead to achieved goal	Areas of growth or opportunities for development
1.		
2.		
3.		

### B. Goals established for the next evaluation period.

Goals	Action Steps	Evaluation Criteria	Estimated Completion Date
1.	1.	1.	
	2.	2.	
	3.	3.	
2.	1.	1.	
	2.	2.	

	3.		3.
3.	1.		1.
	2.		2.
	3.		3.

---

**Developmental Goals:**      Met \_\_\_\_\_      Not Met \_\_\_\_\_

---

**Explanation if Developmental Goals Not Met:**

---

### **Section 6: Continuing Education Requirement**

PHNs are required to obtain 10 Continuing Education Units (CEUs) or equivalent per appraisal year. For newly-hired PHNs, the first year's continuing education requirement will be met through successful completion of the MHD PHN orientation.

---

Please provide written documentation, or attach, evidence of CEU or equivalent:

---

Continuing Education Requirement:      Met \_\_\_\_\_ Not Met \_\_\_\_\_

## Section 7: Public Health Nurse Performance Appraisal Scoring Summary

The final scores from the Business Practice Expectations (Section 2), Professional Conduct and Work Expectations (Section 3), and Core and Technical Competencies (Section 4) will be recorded. Total the scores and divide by three to obtain the Final PHNCL PA Score.

PHNCL Categories of Performance	Final Scores
Business Practice Expectations	
Professional Conduct and Work Expectations	
Core and Technical Competencies	
<b>Total</b>	
<b>Performance Score (Total of above 3 scores, divided by 3 to obtain the average)</b>	

## Section 8: Appraisal Findings Summary

Evaluators will review the PHNCL PA Tool to determine if all requirements are met.

Performance Requirements	Yes	No
Demonstrated Progress on Previously Identified Goals: (This box will not be checked if it is PHN's first appraisal)		
Demonstrated Progress on Previously Identified Areas of Growth/Opportunities: (This box will not be checked if it is PHN's first appraisal)		
Continuing Education Requirements Met		

Each of the PHNCL Categories of Performance are $\geq 3$ :	
Final PHN Performance Appraisal Score from Section 7:	
<b>All Performance Appraisal Requirements Met</b>	

**EVALUATOR COMMENTS:**

**PHN COMMENTS:**

**ATTACH STANDARDS, COMMENTS, CERTIFICATES OF CEU COMPLETION OR OTHER DOCUMENTATION, IF SPACE PROVIDED IS INSUFFICIENT AND CHECK BOX TO THE RIGHT IF MATERIALS ARE ATTACHED.**

## Section 9: Acknowledgement

PHN Signature verifies that this evaluation has been reviewed with PHN but does not necessarily imply agreement. After original approval, changes to ratings must be initialed and dated by all parties.

### Acknowledgement and Signatures

- I agree with the findings of the PHNCL PA
- I disagree with the findings of the PHNCL PA

I disagree with the findings of the PHNCL PA and will pursue the appeal process

\_\_\_\_\_  
PHN Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Evaluator Signature/Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
PHN Leader Signature/Title (if applicable)

\_\_\_\_\_  
Date

## Section 10: PHNCL PA Findings and Recommendations

Evaluator checks appropriate recommendation box(es). DON reviews, signs, and forwards to Commissioner of Health for final approval and signature.

### Recommendations

Having reviewed the performance appraisal findings, the following recommendation(s) are *(check all that apply)*:

- PHN has successfully completed probationary period and should be granted permanent appointment to the position.
- PHN probationary period should be extended for another \_\_\_\_\_ days.
- PHN should remain at the current PHN tier with a 2% salary increment increase effective \_\_\_\_\_ (date).
- PHN should remain at the current PHN tier without a salary increment increase effective \_\_\_\_\_ (date).
- PHN should be promoted to PHN tier \_\_\_\_\_ with a 5% promotional increase effective \_\_\_\_\_ (date).
- PHN has reached the top salary of tier 3-8. PHN should be acknowledged for successful performance with a 2% non-pensionable compensatory lump sum.
- A corrective action plan should be created for the opportunities identified
- A PHN job improvement plan should be created / extended to address the performance issue(s).

\_\_\_\_\_  
Evaluator Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Director of Nursing Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Commissioner of Health

\_\_\_\_\_  
Date



# APPENDIX D: BUSINESS PRACTICES EXPECTATIONS

Delivery of high quality public health services is a key goal for the City of Milwaukee Health Department (MHD). It is acknowledged that while nursing skill underlies our practice there are some general business practices that all PHNs are expected to perform in order to provide care in an efficient and effective manner. In order to maximize resources and continue to offer care to vulnerable populations, it is essential that PHNs perform in ways which document and assure the continuance of services. The following business practices are expected of all PHNs.

## **E-mail and Computer Usage**

It is expected that PHNs have the ability to access information via MHD servers and the Internet that will enhance and clarify their practice. PHNs should have an ability to access e-mail and respond as necessary to internal and external colleagues. PHNs who are unable to perform basic computer usage tasks should contact their supervisor for information on training and support. It is expected that PHNs will conform to all MHD policies regarding appropriate use of the Internet and computer resources.

## **Documentation**

Documentation of service is a critical component of providing high quality PHN care. Client records are the means of documenting service including all components of the nursing process, and providing visit information for billing and data collection. PHNs are expected to comply with all Health Record, Privacy and Documentation policies, and will complete documentation accurately, ethically, legibly and in a timely manner in accordance with the Documentation Policy. State and federal laws address privacy concerns and scope of practice, and it is expected that staff are familiar with laws that apply to nursing practice.

## **Productivity, Planning & Organizing**

PHNs are expected to be familiar with the productivity goals and expectations of their programs, and will meet stated minimum goals. If there is a lack of clarity regarding specific goal expectations, PHNs will consult with their supervisors. PHNs will prioritize assignments based on program needs, risk assessments, work protocols and deadlines. PHNs will plan and organize activities to maximize productivity.

## **Time Management and Quality of Work**

PHNs are expected to perform their duties in a manner that is consistent with MHD standards and program objectives, including time management skills. Nursing services should be carried out responsibly, accurately, effectively and timely. PHNs are expected to keep their supervisor informed of progress, concerns and issues. PHNs should consistently follow division policies and procedures.

## **Summary**

Providing health care in an environment of limited resources and heightened need is a balance between efficient use of resources and successful strategies for validating effectiveness. All PHNs are responsible for contributing to the overall effectiveness of MHD. Effective and efficient business practices help assure our ability to offer ongoing services to the citizens of Milwaukee.

# APPENDIX E: PROFESSIONAL CONDUCT AND WORK EXPECTATIONS

PHN practice uses a client centered service model, carried out in a variety working conditions, environments and with a diverse population. PHNs are expected to maintain professional conduct and meet work expectations at all times, adhering to city, department and division policies, procedures and rules. PHNs are mindful of the likely effects of language, actions, appearance, and behavior on others. PHNs accept responsibility for personal actions and demonstrate enthusiasm for and commitment to Public Health Nursing. PHNs will comply with the following professional conduct and work expectations.

## **Communication/ Interpersonal Skills**

Each PHN contributes to a positive and supportive work environment. PHNs cooperate with others to accomplish common goals, and work together to achieve shared goals. Communication and actions are expected to be respectful and professional at all times. Interactions with clients, co-workers, outside agencies, supervisors and visitors should demonstrate respect for each individual. PHNs will listen effectively and demonstrate a willingness to help. PHNs are expected to observe all confidentiality safeguards required by Department policies and in accordance with State and Federal privacy laws.

## **Reliability**

PHNs are expected to be regular in attendance. Unscheduled and frequent absences adversely affect the ability of MHD to provide quality service to clients. PHNs are expected to be ready to begin and end work on schedule. Arriving late or leaving earlier than the scheduled work times must be approved in advance by the appropriate supervisor.

## **Professional Conduct**

The PHN thinks carefully about how speech, actions, appearance and behavior affect others. The PHN adheres to city and department procedures and rules. The PHN accepts responsibility for personal actions. PHNs are expected to conduct themselves in a safe, professional and efficient manner. They are expected to treat others respectfully, and with integrity and honesty. PHNs are expected to maintain appropriate professional boundaries with clients.

## **Nursing Expertise/Judgment**

Public Health Nurses apply specialized knowledge, skills and judgment to attain positive outcomes. Understanding and applying core public health concepts and nursing ethics is essential. The PHN should be familiar with relevant ordinances, statutes and policy and procedures regarding nursing practice. PHNs should be familiar with key program references and data sources, and accurately interpret qualitative and quantitative data.

Nursing Judgment involves the analysis of problems by evaluating available information and resources; this includes developing effective, viable solutions which help drive healthy client outcomes and increase the effectiveness of MHD programs. The PHN analyzes problems effectively and makes appropriate decisions in a timely manner. The PHN is flexible and able to develop a feasible and effective solution based on available information. PHNs use established evidence-based standards to solve problems and respond to recurring problems by investigating underlying causes and taking steps to eliminate them. PHNs make realistic predictions of the amount of time a task will take and accurately identify what activities are within the nurse's scope of practice and authority. The PHN is able to assess the situation and modify the approach as new information becomes available.

## **Adaptability**

PHNs adapt positively to change. They deal effectively with a variety of people and situations, and appropriately adapting their thinking or approach. They adjust schedules, tasks, and priorities when necessary. They recognize when changing expectations require new approaches and take the necessary steps to meet them. PHNs work through setbacks and ambiguous situations by systematically evaluating options and establishing appropriate action plans. They understand changing needs and priorities and effectively adapt their behavior even when under stress or pressure. They readily accept new technology and use it to continually improve efficiency or the quality of their nursing practice.

### **SUMMARY**

PHNs are committed, skilled professionals whose goal is to improve the health of City of Milwaukee residents. As representatives of MHD, PHNs at all levels have a responsibility to conduct themselves in a professional manner.