



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Renee Joos**  
Employee Benefits Director

**Nicole Fleck**  
Labor Negotiator

September 14, 2018

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

*Re: Common Council File Number 180646*

Dear Committee Members:

The following classifications and pay recommendations were submitted to the City Service Commission meeting on August 28, 2018.

**Milwaukee Public Library**

Current	Recommendation
New Position	Research and Policy Analyst PR 2FX (\$48,670 - \$67,616) One Position

Sincerely,

Maria Monteagudo  
Employee Relations Director

Attachments: Job Evaluation Reports  
Fiscal Note

C: Paula Kiely, Jennifer Meyer-Stearns, Victoria Roberts, Sha'Nese Burnell Jones, Dennis Yaccarino, Eric Pearson, Nicole Fleck

**JOB EVALUATION REPORT**

City Service Commission Meeting: August 28, 2018

**Milwaukee Public Library**

Current	Recommendation
New Position	Research and Policy Analyst PR 2FX (\$48,670 - \$67,616) One Position

**Background**

Paula Kiely, Milwaukee Public Library Director, has requested that a new position located within the Administration Services Division of the Milwaukee Public Library (MPL) be studied for classification purposes. MPL collects extensive data related to their services, patron programming, and neighborhood “third place” use in their mission to offer a broad range of services to people of all ages and backgrounds. As MPL’s model has shifted, the ability to target their services and measure community impact has demonstrated the need for a position dedicated to business intelligence data collection and organizational goal measurements. In studying this position, staff analyzed job descriptions and discussions were held with Jennifer Meyer-Stearns, Assistant Director – Library Operations.

**Analysis and Recommendation**

This new position will provide analysis for business intelligence and library services in order to measure organizational performance as it relates to community outcomes. This includes: integrating community data to identify social and economic trends relevant to the strategic direction of library services; using both quantitative and qualitative research methods to prepare and maintain a portfolio of business intelligence, community research, analysis, and evaluation; and providing senior leadership to promote relevant Milwaukee Public Library services. The duties and responsibilities of the position are further detailed below as are the projected percentages of time spent doing said tasks.

- 30% Manage and coordinate all business intelligence in order to drive performance and all aspects of research projects including design, fielding, and analysis to identify needs, viewpoints, behaviors, and attitudes of current and potential library customers.
- 20% Create and maintain performance dashboards and deliver regular performance-to-date presentations to senior leadership and the Board of Trustees; analyze and interpret data to identify patterns and consumer preferences; deliver high-impact and actionable market insights in order to advise senior leadership; and recommend compelling and holistic solutions.
- 20% Identify and translate business needs into research projects; apply appropriate research methodology to meet business objectives; work collaboratively with MPL’s Automation Section, public service managers, and operations staff to ensure integrity of all data; serve as a primary data manager for several key and highly secure (Wis. Stat. 43) databases related to staff and patron building access, and materials and programming use.
- 10% Develop written reports and presentations with executive summaries, key findings, business implications, and graphical interpretations of data as well as communicate findings in a manner which guides and facilitates timely and informed decisions.
- 10% Explore new research techniques and continually improve the data collection process in order to demonstrate value and investment return while creating a best-in-class measurement platform.
- 5% Set performance measurements for programs developed by public service staff; provide support to managers by coaching, training, orienting, and evaluating implementation; and counsel and interpret data collection policies and procedures.

- 5% Support general administrative and operative needs for the unit, including reception as needed to cover gaps.

Minimum requirements include a bachelor’s degree from an accredited college or university in marketing, business, or a related field and three years of experience in market analytics, statistical analytics, and data visualization. These requirements have not yet been assessed for staffing purposes.

In determining the proper classification for this position, comparisons were made to other City positions including:

<u>Title:</u> Business Services Specialist <u>Pay Range:</u> 2DN (\$46,347 - \$59,498) <u>Department:</u> DPW – Administration	<u>Function:</u> Data entry, inventory control, payroll, fund reconciliation, contract preparation, invoice processing, reporting, and account management.
<u>Title:</u> Research and Policy Analyst <u>Pay Range:</u> 2FX (\$48,670 - \$67,616) <u>Department:</u> Fire & Police Commission	<u>Function:</u> Extensive and in-depth research and analysis of public safety issues, recognize and identify trends, maintain and provide data, and prepare reports.
<u>Title:</u> Business Operations Specialist <u>Pay Range:</u> 2GX (\$51,469 - \$72,063) <u>Department:</u> Department of Employee Relations	<u>Function:</u> Budget preparation, accounts payable/receivable, procurement, inventory control, and various spending and fund account control.

The duties and responsibilities of this new position in MPL have been determined to be most similar to the Research and Policy Analyst classification in Pay Range 2FX (\$48,670 - \$67,616). The positions are similar in that they both require strong research skills, analyze and interpret data, present findings and make comprehensive proposals to senior staff members, and assist internal and external clients with various aspects of operational needs. We therefore recommend this new position with Milwaukee Public Library be classified as Research and Policy Analyst in Pay Range 2FX (\$48,670 - \$67,616).

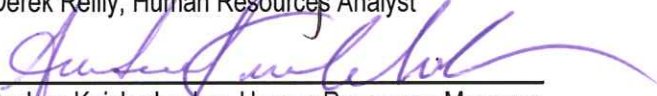
**Action Required – Effective Pay Period 20, 2018 (September 23, 2018)**

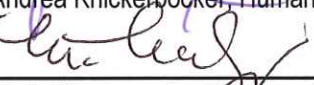
In the Positions Ordinance

Under the Library, Administrative Services Decision Unit, Administrative Services Division:

- Delete one position of 'Business Analyst'.
- Add one position of 'Research and Policy Analyst'.

Prepared by:   
 Derek Reilly, Human Resources Analyst

Reviewed by:   
 Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
 Maria Monteagudo, Employee Relations Director



# City of Milwaukee Fiscal Impact Statement

## A

**Date** 9/14/18 **File Number** 180646  
**Subject** Classification and pay recommendations submitted to the City Service Commission for August 28, 2018 meeting.

## B

**Submitted By (Name/Title/Dept./Ext.)** Sarah Trotter, Human Resources Representative  
Dept. of Employee Relations/X2398.

## C

- This File**
- Increases or decreases previously authorized expenditures.
  - Suspends expenditure authority.
  - Increases or decreases city services.
  - Authorizes a department to administer a program affecting the city's fiscal liability.
  - Increases or decreases revenue.
  - Requests an amendment to the salary or positions ordinance.
  - Authorizes borrowing and related debt service.
  - Authorizes contingent borrowing (authority only).
  - Authorizes the expenditure of funds not authorized in adopted City Budget.

## D

- This Note**  Was requested by committee chair.

## E

- Charge To**
- Department Account
  - Capital Projects Fund
  - Debt Service
  - Other (Specify) \_\_\_\_\_
  - Contingent Fund
  - Special Purpose Accounts
  - Grant & Aid Accounts

**F**

Assumptions used in arriving at fiscal estimate.

---

**G**

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		See attached spreadsheet.	
Supplies/Materials			
Equipment			
Services			
Other			
<b>TOTALS</b>			

**H**

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

1-3 Years     3-5 Years

1-3 Years     3-5 Years

1-3 Years     3-5 Years

---



---



---

**I**

List any costs not included in Sections E and F above.

---

**J**

Additional information.

---

**Department of Employee Relations  
Fiscal Note Spreadsheet**

Finance and Personnel Committee Meeting of September 19, 2018  
City Service Commission Meeting of September 18, 2018

**NEW COSTS FOR 2018**

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Library	New Position	N/A	Research and Policy Analyst	2FX	N/A	N/A	N/A	Included in 2018 Budget	
1										\$0

Assume effective date is Pay Period 1, 2018 (December 31, 2017).

**NEW COSTS FOR FULL YEAR**

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Library	New Position	N/A	Research and Policy Analyst	2FX	N/A	N/A	N/A	Included in 2018 Budget	
1										\$0