



Department of Employee Relations

September 7, 2001

John O. Norquist
Mayor

Jeffrey Hansen
Director

Florence Dukes
Deputy Director

Frank Forbes
Labor Negotiator

Michael Brady
Employee Benefits Manager

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

Dear Committee Members: Re: Common Council File Number 010560

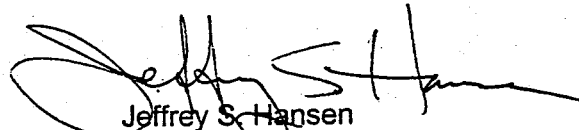
The following classification and pay recommendations will be submitted to the City Service Commission for consideration on September 11, 2001. We recommend the following, subject to approval by the City Service Commission:

In the Health Department, one position of Breast Cancer Program Coordinator, Salary Grade 005, held by Mildred Leigh-Gold, is recommended for reclassification to Well Women's Program Manager, Salary Grade 007.

In the Department of Public Works, Water Works, fifteen positions of Chief Distribution Repair Worker, Pay Range 260, are recommended for reclassification to Water Distribution Chief Repair Worker, Pay Range 282

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

Sincerely,



Jeffrey S. Hansen
Employee Relations Director

JSH:pb

Attachments: 2 Job Evaluation Reports
 Fiscal Note

c: Frank Forbes, Laura Engan, Seth Foldy, M.D., Maria Monteagudo, Jill Ritterbusch, Mildred Leigh-Gold, Carrie Lewis, Dale Mejaki, Dan Thomas and Gregory Radtke

JOB EVALUATION REPORT

City Service Commission Meeting Date: September 11, 2001

Incumbent: Mildred Leigh-Gold

Department: Health

Present	Request
Title: Breast Cancer Program Coordinator	Title: Not Specified
Pay Range: SG 005 (\$39,983-\$55,979)	Salary: SG 007 (\$45,422 – 63,588)
Current Salary: Step 12 (\$55,979)	Source: Department
<p>Recommendation:</p> <p>Title : Well Women’s Program Manager Salary: SG 007 (\$45,422 - \$63,588) New Rate: (\$58,012)</p>	
<p>Rationale:</p> <p>This report recommends reclassifying the grant-funded position of Breast Cancer Program Coordinator, SG 005 to Well Women’s Program Manager, SG 007 on the basis of changes in the scope and level of responsibilities since the creation of the Milwaukee Breast Cancer Awareness Project in 1990.</p>	
<p>History of Position:</p> <p>The Breast Cancer Program Coordinator position was created and classified in June of 1992 in conjunction with the City of Milwaukee’s Breast Cancer Awareness Project. This project began in 1990 with a grant from the State of Wisconsin Department of Health and Social Services and funds from the Milwaukee Foundation. This position has not been reviewed for classification purposes since its creation in 1992.</p>	

Action Required:

In the Salary Ordinance, under Salary Grade 005, delete the title "Breast Cancer Program Coordinator". Under Salary Grade 007, add the title "Well Women’s Program Manager".

In the Positions Ordinance, under Health Department, Family and Community Health Services, Health Access and Adult Health, Breast Cancer Awareness Program Grant (U), delete one position of "Program Coordinator (X)(U)(Y)", and add one position of "Well Women’s Programs Manager (X)(U)(Y)"

Background

In October of 2000, the Department of Employee Relations received a request from the Milwaukee Health Department to conduct a classification study of the Breast Cancer Program Coordinator position held by Ms. Mildred Leigh-Gold. A job description and a Job Analysis Questionnaire completed by the incumbent were submitted along with the request.

A job audit interview was conducted with the incumbent of this position on August 16, 2001. Additional site visits to the Martin Luther King Health Center and the 16th Street Community Health Center were conducted on August 20th and 21st. Finally, discussions were also held with Ms. Jill Ritterbusch, Health Access and Services Manager and supervisor of this position.

Standards Used in Determining Reclassification for Management Positions

The City uses a qualitative factor comparison system to evaluate management positions. This system requires that each position be compared to all other positions in the Management Classification Plan separately on each of four job evaluation factors.

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

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

Duties, Responsibilities & Requirements

The Breast Cancer Program Coordinator provides overall management and coordination of staff, activities, and services associated with the Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP) and the Wisconsin Well Woman Program. The major responsibilities associated with this position are summarized below:

- 40% Provide overall management and direction of the MBCCAP program including but not limited to fiscal management, program management, strategic planning, compliance with state and federal regulations, program evaluation, fundraising, and quality assurance.
- 20% Coordinate with other public sector agencies, private and non-for-profit organization, and with the volunteer community for service delivery and to ensure a continuum of care including outreach, health education and training, referrals, and case management.

- 15% Serve as staff liaison to the MBCCAP Advisory Board, coordinate and facilitate meetings and workshops, prepare and disseminate reports, and provide leadership and coordination of special fundraising events.
- 10% Develop program policies and procedures to ensure compliance with federal and state requirements as well as those mandated by the American College of Radiology (ACR), American Cancer Society (ACS), and Mammography Quality Standards Act (MQSA).
- 10% Serve on local, state and national planning committees, provide advice on issues related to women's health, evaluate programs and review grant proposals, and make presentations regarding MBCCAP services to various organizations.
- 5% Serve as the local Coordinator for the Wisconsin Cancer Control Program and the Well Woman Program. Serve as mediator and facilitator between clients and service providers regarding billing and services, and train providers on program policies and procedures.

The position requires a Master's Degree in public health, health administration, or equivalent area OR a Bachelors Degree in nursing, health administration, public health and three years of program management experience.

Changes in the Scope and Level of Responsibility

The scope and level of responsibility of this position have changed significantly since the Milwaukee Breast Cancer Awareness Project began in 1990. The program was established in 1990 as a pilot to provide free mammography screenings, education, and clinical breast exams from a mobile van which allowed the department to make those type of services available to uninsured or underinsured women in the City of Milwaukee.

Since 1990 the Programs' operating budget has increased from \$157,000 to \$547,000 and the number of funding sources expanded from two to six including three major fundraising events. More importantly, while the initial focus of the program was breast cancer awareness through the provision of services from a mobile van, the scope of services provided now includes cervical cancer screenings, a number of chronic disease screenings, and risk assessments for mental health and domestic abuse. These services, established by the State of Wisconsin Well Women Program in 1999, are provided out of three Milwaukee Health Department clinics and other community health clinics the program has partnered with in an effort to provide more comprehensive health services for women in Milwaukee.

A summary of these changes is presented as follows:

<u>PROGRAM CRITERIA</u>	<u>1990</u>	<u>2001</u>
Budget	\$157,000	\$547,000
Funding Sources	State Milwaukee Foundation	Two State Grants CDC Milwaukee Foundation 3 Fundraisers
Number of staff	1 Clerk Typist II 1 X-Ray Technician 1 Outreach Worker	1 Office Assistant II 2 X-Ray Technicians 1 Public Health Educator 1 Public Health Nurse 1 Truck Driver The position also provides direction and guidance to employees from MLK and 16 th St Community Health Centers staffing the program.
Scope of Services	Single Focus: Breast Cancer Awareness. Services provided through mobile mammography van.	Expanded services include: Cervical Cancer Screenings Cardiovascular Disease Screenings Diabetes Screenings Cholesterol Screenings Osteoporosis Screenings Risk Assessments for Mental Health and Domestic Abuse
Service Delivery	Mobile Mammography van.	In addition to the van, services are now provided out of the South Side and Northwest Health Clinics. Partnerships created with MLK and 16 th Street Community Health Center have expanded delivery of services at those locations.

The aforementioned changes have required the Program Coordinator to increase and expand her planning and coordination responsibilities. This position has increased responsibility in:

- The development of program protocols
- Staff training
- Monitoring compliance with program regulations and screening guidelines
- Establishing maintaining partnerships and collaborative relationships with community health centers and private medical providers who participate in the diagnostic, treatment and followup activities required after the assessments and screenings have taken place

The Program's success has also stemmed from this position's fundraising efforts which require the ability to negotiate and sell the benefits of the Program to community partners. Failure to adequately represent the program may result in the loss of financial support or the cooperation/involvement of the healthcare community. The Program Coordinator independently handles these responsibilities along with the daily program management, compliance monitoring, strategic planning, and fiscal management.

The level of responsibility and autonomy found in this position is consistent with the following classifications in the Milwaukee Health Department: Public Health Nurse Supervisor, Communicable and Infectious Disease Program Supervisor, and Pregnancy Prevention Program Manager.

Public Health Nurse Supervisor, SG 007

Public Health Nurse Supervisors provide program development, direction, guidance, monitoring, coordination and evaluation to Public Health Nurses, Clinic Assistants, Public Health Aides, and Office Support assigned to a health center. Responsibilities also include community-wide consultation and collaboration and providing guidance and leadership to public health initiatives on behalf of the department.

Communicable and Infectious Disease Program Supervisor, SG 007

The Communicable and Infectious Disease Program Supervisor provides program development, direction, guidance, monitoring, coordination, and evaluation for both the Tuberculosis Control Clinic & Communicable Disease Units of the Sexually Transmitted Disease Clinic of the Department. Responsibilities include providing training, supervision and consultation to Public Health Nurse Coordinators, Nurses, Clinic Assistants, Public Health Aides, Office Support, and other assigned staff. The position is also responsible for a significant amount of interagency and community-wide consultation and collaboration.

Teen Pregnancy Prevention Program Manager, SG 007

The Teen Pregnancy Prevention Program Manager provides overall project direction to the Milwaukee Metropolitan Adolescent Pregnancy Prevention Consortium (MMAPPC) and leadership to the community and department on teen pregnancy prevention and youth development efforts. This position assumes ultimate responsibility for project goals, direction, and outcome. In collaboration with consortium leadership, it is responsible for identifying project outcomes, preparing reports, program evaluation, fund-raising initiatives, public presentations, and outreach.

The current job evaluation profile for the position under study and the selected comparables are presented below.

Classification	Impact & Accountability		Knowledge & Skills		Relationship Responsibility		Working Conditions		Total Points
	Level	Points	Level	Points	Level	Points	Level	Points	
Breast Cancer Program Coordinator	6	91	3	49	5	32	2	7	179
PHN Supervisor	7	104	7	94	7	46	2	7	251
Communicable & Infectious Disease Program Supervisor	7	104	7	94	7	46	2	7	251
Teen Pregnancy Prevention Program Manager	7	104	7	94	7	46	2	7	251

The analysis of the Program Coordinator's responsibilities as they are presently constituted reveals that the job evaluation factor assignments should be changed to levels consistent with the aforementioned positions. From a classification perspective, the Teen Pregnancy Prevention Program Manager seems to be the most similar in nature of work and level of responsibility.

In terms of Impact & Accountability, it should be recognized that the Program Coordinator is responsible for independently managing staff, activities, and operations associated with the MBCCAP. This includes daily program planning and operations as well as strategic planning and direction. The total budget this position is accountable for has increased to \$547,000 in state, federal, and local funds. This position is solely responsible for ensuring compliance with fiscal and reporting requirements established by the State of Wisconsin Division of Family Health Services, the Center for Disease Control, and the Milwaukee Foundation. These responsibilities and the independent authority exercised by this position in these areas warrant increasing this level from a "6" to a "7".

The Program Coordinator requires a Master's Degree in public health, health administration, or equivalent area OR a Bachelors Degree in nursing, health administration, public health and three years of program management experience. These requirements are consistent with those of PHN Supervisors and other Program Managers in the Health Department. We therefore recommend increasing the level of Knowledge & Skills assignment from "3" to "7".

September 11, 2001

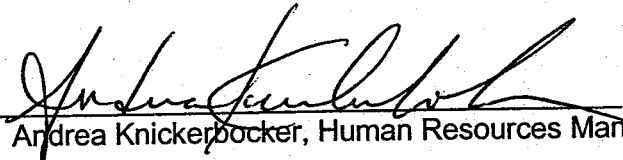
The increased responsibility for establishing collaborative relationships with the healthcare community for the purposes of follow-up diagnostic and treatment services, the need to increase funding dollars through marketing and fundraising events, and the positions responsibility to represent the department at a national level warrant the increase in the Relationship Responsibility level from "5" to "7". This change reflects the complexity of establishing and maintaining those relationships, and the community-wide impact of both this position and the Program.


The changes in the level of Impact & Accountability, Knowledge & Skill, and Relationship Responsibility for this position warranty a classification in SG 007. The new profile for this position is as follows.

Classification	Impact & Accountability		Knowledge & Skills		Relationship Responsibility		Working Conditions		Total Points
	Level	Points	Level	Points	Level	Points	Level	Points	
Breast Cancer Program Coordinator	7	104	7	94	7	46	2	7	251

Salary Grade 7 Points: (231-265)

It is therefore recommended that this position be reclassified to "Well Women's Program Manager" in Salary Grade 007.

Prepared By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Jeffrey S. Hansen, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: September 11, 2001

Incumbent: 15 positions

Department: DPW – Water Works

Present	Request
Title: Chief Distribution Repair Worker	Title: Water Distribution Chief Repair Worker
Pay Range: 260 (\$33,994 - \$38,245)	Salary: Not specified
Current Rate: \$38,245	Source: Department
Recommendation:	
<p style="padding-left: 40px;">Title : Water Distribution Chief Repair Worker Salary: Pay Range 282 (\$38,336 - \$43,980)</p>	
<p>Rationale: Salary survey data for comparable positions from municipal employers in the Midwest including Green Bay, Madison, Cincinnati (OH), Des Moines (IA), Minneapolis (MN) and Rockford (IL) indicate the salary of the position under study is significantly less, while requiring skills beyond those needed by its counterparts.</p>	
<p>History of Position: This position has retained the same title since it was initially classified in April 1975. It was reallocated through collective bargaining from Pay Range 255 to Pay Range 260 in 1990.</p>	

Action Required:

In the 2001 Salary Ordinance, under Pay Range 260, delete the title Chief Distribution Repair Worker; and under Pay Range 282, add the title Water Distribution Chief Repair Worker. In the Positions Ordinance under the Department of Public Works-Water Works, Distribution Organization-Cameron delete seven positions of Chief Distribution Repair Worker and add seven positions of Water Distribution Chief Repair Worker; and under Distribution Organization-Lincoln delete seven positions of Chief Distribution Repair Worker and add seven positions of Water Distribution Chief Repair Worker, and under Distribution Organization-Auxiliary positions delete one position of Chief Distribution Repair Worker (0.33 FTE) and add one position Water Distribution Chief Repair Worker (0.33 FTE).

Background:

The study was conducted as required by the 1999-2000 Agreement between the City of Milwaukee and District Council 48. In doing so this report considers changes in duties and responsibilities and corresponding levels of knowledge/skill and responsibility. It also considers rates of pay for comparable positions in the market.

The department furnished revised job descriptions, thirteen incumbents were interviewed and Mike Greenmeier, Chief Distribution Repair Worker, completed a Job Analysis Questionnaire. Discussions were also held with the Water Distribution Manager, Laura Daniels, Administration and Projects Manager, Dale Mejaki, and Superintendent, Carrie Lewis.

Duties and Responsibilities:

The basic function of this position as detailed in the job description is to act as a Crew Leader. The position performs all phases of repair, replacement and maintenance to maintain the integrity of the Water Distribution System for the purpose of transmitting quality and sufficient water for customers. The position is responsible for providing the safe and efficient operation of each assigned crewmember and the public. Communicate effectively with supervision, Control Center and customers. Specifically the duties are as follows:

- 20% Act as crew leader of a 3 to 4 person repair crew assigned to various repair and maintenance activities. Responsible for the activities of the crew by informing and guiding each member through daily tasks, maintain crew harmony, ensure safety of the entire job site and equipment, and provide on-the-job training as needed. Maintain communication with Supervisors, office staff and the Control Center regarding job status and unusual circumstances. Handle concerned citizens in a professional manner. Accurately complete the numerous documents of daily crew activities and job status.
- 20% Directs the work of the repair crew on the proper maintenance and repair of the distribution system. Conducts water main break repairs, service lateral leak repairs, repair and replace valves, hydrant repairs and replacements, abandoning taps and mains, installing air vents, installing branches and lay additional water main piping. Locate the source and location of the leak. Identify area to be excavated and any conflicting utilities. Operate Quick hitch backhoe to excavate the repair area. Direct crewmembers through the proper repair procedures. Evaluate site for additional repairs by other agencies and coordinate information with Distribution Supervision. Restore site by backfilling, blacktopping, salting and adding ground as needed for safety and customer satisfaction.
- 20% Responsible for the safety of each crewmember and the public during the course of every job conducted. Responsible for securing work area, sheeting and shoring of the excavations confined space safe entry procedure and equipment. Wear all applicable protective equipment, conduct trip inspection of vehicles and ensure proper traffic control for a safe work site with good traffic flow.
- 20% Operate and maintain construction equipment including: backhoe, end loader, skid loader, drill rig, compressors, forklift dump trucks, utility vans, valve operators, travel and guillotine saws, branch and tapping machines, torch cutting apparatus, reed cutters, hand and pneumatic tools, and sheeting and shoring equipment, air quality monitors, ventilators, pumps, location equipment, generators, and other specialty construction tools.
- 10% Document air monitoring results and safety practices on the Safety Inspection Checklist. Document work activities by accurately completing work orders to include location of job site, repair type, time of arrival, water service outages, materials used, damage report, excavation size, restoration activities, and departure. Complete Material Condition Report for Water Engineering to provide pipe and soil conditions for the water main replacement index. Communicate with Control Center job status for Daily Operations Log documentation.
- 7% Coordinate construction activities with the District Manager and Contractors to facilitate system improvements. Serve notices, operate valves, and check for hose connection, and assist contractors with parts, equipment or proper tools as needed and water shut off. Communicate with the Control Center and customers for water shut-offs and back in service information. Interpret construction plans as needed to coordinate job information. Assist with chlorination and pressure testing of new mains.

Flush hydrants and air vents to relieve excess air in the system to prevent water hammer. Cut mains 20 and larger to handle contractor work.

- 3% Other duties as assigned.

Minimum Qualifications:

At least two years experience as a Repair Worker II. Posses a valid Wisconsin Commercial Driver's license. Must function as a certified Competent Person in excavation safety. Have knowledge of all aspects of water distribution repair and maintenance. Knowledgeable in MWW specifications, safety regulations and construction practices. Problem solving skills. Ability to work outdoors in all types of weather conditions for extended periods of time. Must be able to respond to emergency call outs and work rotating weekends and holidays as needed. Must be able to read and decipher construction plans and prints. Must be able to operate heavy construction equipment and tools.

Study Methodology

As previously stated, this study is being undertaken as required by the 1999-2000 Agreement between the City of Milwaukee and DC48. The study sought to determine any significant changes in the duties and responsibilities of the position as evidenced by the job description, job analysis questionnaire, interviews and supplemental information such as DER records and other data.

At this point it is important to note that there are no other comparable positions within the city service. Milwaukee Water Works administration suggested comparing the position under study to the following positions:

Position/Pay Range	2000 rates
Grad All/Crane Operator (962)	\$46,155
Tractor, Bulldozer, End Loader or Grader Op. Over 40 HP (960)	\$45,469

However, these are trade positions in Local 139, the International Union of Operating Engineers and their pay is linked to other trade positions outside of the city service. There are no minimum and maximum ranges but rather, an hourly rate is paid. These positions receive additional compensation per hour while operating various types of equipment, i.e. Grad All (\$.35), Log Loaders (\$.20) and backhoes (\$.20). According to the job description for the position under study, the operation of heavy equipment entails about twenty per cent of the job, whereas in the trade positions, it entails one hundred per cent of the job. Thus a detailed comparison of these positions would not be prudent.

Changes in Duties and Responsibilities:

When conducting a classification study, one question that must be asked and answered is whether the duties and responsibilities of the position have changed to the extent that it is now a new job. Our analysis indicates that the duties and responsibilities of this position have not undergone significant changes. The duties of the Chief Distribution Repair Worker have included the lead worker responsibility since its initial classification in 1975. In addition, the position has retained the responsibility for the operation of such heavy machinery as backhoes, end loaders, skid loaders, drill rigs, forklifts, dumps

trucks and utility vans. Due to the aging of the water system, the complexity of repairs on the pipes has increased and there is now a greater emphasis on water quality. However, the basic function of the position continues to be the investigation and control of water leaks and maintaining water quality.

What has changed is the level of the technical competence of the incumbents. They have undergone training in areas such as Excavation Safety, Confined Space Entry Procedures and Water Quality issues. However, many employees throughout the city service continue to undergo training and/or master new technologies for reasons of efficiency, safety, and changes in regulations and laws while the fundamental nature of the work and the rate of compensation remains unchanged.

Salary Data

As stated earlier in this report, comparable positions to the Chief Distribution Repair Worker were not found within the city service. An external search yielded comparable job descriptions from the City of Madison, Green Bay, Cincinnati (OH), Des Moines (IA), Minneapolis (MN) and Rockford (IL). The details for these positions and the position under study are:

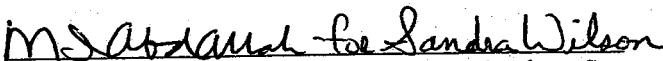
*Note: The resulting averages were calculated by eliminating the lowest and highest salary in both the minimum and maximum ranges.

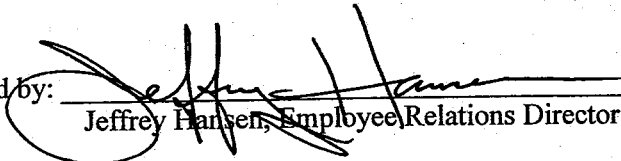
Organization	Annual Minimum	Annual Maximum
Green Bay	\$38,875	\$39,250
Madison	\$37,180	\$41,860
Cincinnati	\$36,572	\$38,678
Des Moines	\$36,920	\$43,992
Minneapolis	\$41,267	\$52,291
Rockford	\$31,262	\$41,142
Mean	\$37,387	\$41,561
Milwaukee	\$33,994	\$38,245
Net difference	-\$3,393	-\$3,316

An additional factor that must be considered is that the Water Utility Operations Lead Worker (Madison), Distribution Crew Leader (Green Bay), WW Maintenance Crew Leader (Cincinnati), Crew Leader-pipelines (Des Moines), WS Maintenance Foreman (Minneapolis) and Crew Leader (Rockford) do not operate heavy equipment, while the Chief Distribution Repair Worker is required to operate back hoes, end loaders, skid loaders, dump trucks, etc. This distinction is important because it is an additional skill when compared to these municipal employers and strengthens the position under study for pay purposes.

Recommendation:

While the Chief Distribution Repair Worker position does not appear to have undergone significant changes in the duties and responsibilities, salary data indicates the level of compensation for this position is less than comparable positions in Madison, Green Bay, Cincinnati (OH), Des Moines (IA), Minneapolis (MN) and Rockford (IL). The disparity is made broader when considering the additional skill required by the position under study when operating heavy equipment. It seems reasonable that compensation for the Chief Distribution Repair Worker should also take into account the additional skills needed to perform the job. To accomplish this, we recommend reallocating the Chief Distribution Repair Worker to Pay Range 282 (\$38,336 - \$43,980) and we further recommend retitling this position to Water Distribution Chief Repair Worker per the request of Milwaukee Water Works.

Prepared by: 
Sandra R. Wilson, Human Resource Analyst, Sr.

Reviewed by: 
Jeffrey Hansen, Employee Relations Director