



Department of Employee Relations

October 4, 2010

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Troy M. Hamblin**  
Labor Negotiator

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

Dear Committee Members:

Re: Common Council File Number 100676

The following classification and pay recommendations will be submitted to the City Service Commission on **October 5, 2010**. We recommend these changes subject to approval by the City Service Commission.

In the Comptroller's Office, various positions are recommended for reclassification and pay changes due to an arbitration award between the City of Milwaukee and Milwaukee District Council 48, AFSCME, AFL-CIO.

In the Department of Public Works – Operations Division, one vacant position of Accounting Assistant II, Pay Range 445 is recommended for reclassification to Program Assistant I, Pay Range 460.

In the Department of Administration – Information & Technology Management Division, one new position of Project Coordinator – BIG, Salary Grade 04 is recommended for classification.

In the Library, six new positions of Library Technology Specialist, Pay Range 504 are recommended for classification.

The following classification and pay recommendations were approved by the City Service Commission on **September 21, 2010**:

In the Library, 12 positions of Library Services Assistant, Pay Range 504 was reclassified to Neighborhood Library Services Assistant, Pay Range 460.

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

Sincerely,

Maria Monteagudo  
Employee Relations Director

MM:fcw

Attachments: 4 Job Evaluation Reports  
2 Fiscal Notes

C: Mark Nicolini, Renee Joos, James Carroll, Troy Hamblin, Nicole Fleck, Joe Alvarado, W. Martin Morics, Michael Daun, John Egan, Jeffrey Mantes, Preston Cole, Wanda Booker, Dan Thomas, Paul Klajbor, Sharon Robinson, Nancy Olson, Paula Kiely, Gary Langhoff, Toni Vanderboom, Bruce Gay, Richard Abelson, John English, Kenneth Wischer, Bill Mollenhauer, Daniel Panowitz, Calvin Lee (DC 48), and John Weigman (loc #61)

**JOB EVALUATION REPORT**

City Service Commission Date: **October 5, 2010**

Department: **Comptroller**

<b>Current</b>	<b>Recommendation</b>
Auditing Specialist – 6 positions SG 06 \$50,206 - \$70,295	Auditor – 5 positions PR 577 \$50,835 - \$71,176
Financial Systems Analyst-Senior SG 06 \$50,206 - \$70,295	Financial Systems Analyst PR 577 \$50,835 - \$71,176
Network Coordinator-Senior SG 06 \$50,206 - \$70,295	Comptroller Network Analyst PR 577 \$50,835 - \$71,176
Management Accounting Specialist Senior 12 positions SG 06 \$50,206 - \$70,295	Accounting Specialist 12 positions PR 577 \$50,835 - \$71,176
Revenue & Financial Services Assistant SG 06 \$50,206 - \$70,295	Revenue & Financial Services Assistant PR 577 \$50,835 - \$71,176
City Payroll Specialist – 2 positions SG 07 \$53,519 - \$74,922	City Payroll Specialist – 2 positions SG 578 \$54,189 - \$75,860
Auditor Lead – 2 positions SG 07 \$53,519 - \$74,922	Auditor Lead – 2 positions SG 578 \$54,189 - \$75,860
Information Systems Auditor-Senior 2 positions SG 09 \$60,809 - \$85,129	Information Systems Auditor 2 positions PR 579 \$61,571 - \$86,196
Public Debt Specialist SG 12 \$73,627 - \$103,077	Public Debt Specialist PR 580 \$74,549 - \$104,368

**Background and Recommendations**

This report recommends changes related to an arbitration award between the City of Milwaukee and Milwaukee District Council 48, AFSCME, AFL/CIO for certain classifications in the Comptroller's Office. As provided in the Consent Award effective September 7, 2010, employees in the Comptroller's office in the classifications identified above will be represented by DC48 AFSME AFL-CIO and will no longer be a part of the Management Pay Plan.

This arbitration award provides that employees eligible for an annual increment between March 24, 2009 and December 31, 2009 shall receive a 3.11% annual increment not to exceed the maximum of the range.

This report also recommends that in the event it becomes necessary for the Comptroller to recruit at a rate above the minimum, that recruitment for these positions be authorized at a rate up to 60% of the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

The Salary and Positions Ordinance language below will implement the changes to titles, rates of pay, annual salary advancement, and the ability to recruit above the minimum of the pay range.

**Action Required**

In the Salary Ordinance – Sec. 2. Appointments, Salary Advancement, Salary Anniversary Dates (delete paragraph and insert this text)

Salary Advancement-Nonmanagement Employees: Salary advancement above the rate of initial appointment shall be made at the next higher rate upon the completion of each year of service at that particular rate until the maximum rate is received. For positions in the Comptroller's Office in Pay Ranges 577, 578, 579, 580, salary advancement shall be at a rate of 3.11%. Effective Pay Period 1, 2010 through Pay Period 26, 2011, there shall be no pay step advancement or merit pay adjustments for employees represented by District Council 48, AFSCME, AFL-CIO; Association of Municipal Attorneys; Association of Scientific Personnel; Local 195, IBEW, AFL-CIO; Plumbers Local 75, AFL-CIO; Staff Nurses' Council; or Technicians, Engineers, and Architects (TEAM); and nonmanagement/nonrepresented employees; or as provided in Part 11, Sec. 12, Sec. 14 or as specified below. In determining the completion of each year of service, mandatory furlough time shall be regarded as being regularly at work and shall not count against salary advancement.

In the Salary ordinance add the following Pay Ranges, Titles and Footnotes:

**PR 577**

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
1,955.19	2,346.35	2,737.53

Auditor 1/  
Financial Systems Analyst 1/  
Accounting Specialist 1/  
Comptroller Network Analyst 1/  
Revenue and Financial Services Assistant 1/

1/ Recruitment authorized up to 60% of the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

**PR 578**

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
2,084.19	2,500.95	2,917.71

Auditor-Lead 1/  
City Payroll Specialist 1/

1/ Recruitment authorized up to 60% of the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

**PR 579**

<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
2,368.11	2,841.67	3,315.22

Information Systems Auditor 1/

1/ Recruitment authorized up to 60% of the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

**PR 580**

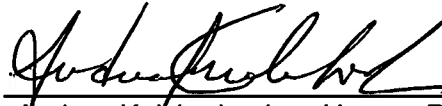
<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
2,867.26	3,440.70	4,014.14

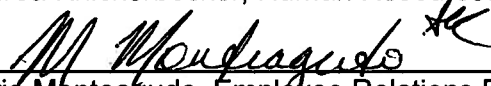
Public Debt Specialist 1/

1/ Recruitment authorized up to 60% of the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

In the Salary Ordinance, under Salary Grade 12, delete the title "Public Debt Specialist"; under Salary Grade 09, delete the title "Information Systems Auditor-Senior"; under Salary Grade 07, delete the titles "Auditor-Lead" and "City Payroll Specialist"; under Salary Grade 06, delete the titles "Auditing Specialist", "Financial Systems Analyst-Senior", "Management Accounting Specialist-Senior" and "Revenue & Financial Services Assistant", under Salary Grade 05; under Salary Grade 02, and delete the titles "Auditor" and "Financial Systems Analyst."

In the Positions Ordinance, under Comptroller, Financial Advisory Division, delete one position of "Management Accounting Specialist Sr" and add one position of "Accounting Specialist"; under General Accounting Division, delete four positions of "Management Accounting Specialist-Senior" and add four positions of "Accounting Specialist"; under Auditing Division, delete two positions of "Information Systems Auditor-Senior", delete five positions of "Auditing Specialist" and add two positions of "Information Systems Auditor" and add five positions of "Auditor"; under Revenue and Cost Division, delete four positions of "Management Accounting Specialist-Senior", delete one position of "Management Accounting Specialist-Senior (D)" and add four positions of "Accounting Specialist" and add one position of "Accounting Specialist (D)"; under Community Development Act Grant Accounting (B), delete one position of "Auditing Specialist (B)", delete two positions of "Management Accounting Specialist-Senior (B)" and add one position of "Auditor (B)" and two positions "Accounting Specialist (B)"; under Financial Systems Support Division, delete one position of "Network Coordinator-Senior", delete one position of "Financial Systems Analyst-Senior" and add one positions of "Comptroller Network Analyst" and add one position of "Financial Systems Analyst."

Prepared By:   
Andrea Knickerbocker, Human Resources Manager

Reviewed By:   
Maria Menteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: October 5, 2010  
 Department: Department of Public Works – Operations Division

<b>Current</b>	<b>Requested</b>	<b>Recommended</b>
Accounting Assistant II PR 445 (\$34,767- \$38,474)* Vacant Position	Program Assistant I PR 460 (\$37,221 - \$41,715)*	Program Assistant I PR 460 (\$37,221 - \$41,715)*

\*2006 Rates – Position represented by Local 61, LIUNA

**Action Required**

In the Positions Ordinance, under Department of Public Works-Operations Division, Administration Section, General Office, delete one position of “Accounting Assistant II” and add one position of “Program Assistant I”.

**Background**

In a letter dated July 8, 2010, the Department of Employee Relations received a request from Jeffrey Mantes, Commissioner of Public Works, to study one vacant position of Accounting Assistant II in the Administrative Services Section of the Operations Division. The department submitted a new job description and discussions were held with the supervisor of the position, Paul Klajbor, Administrative Services Manager.

**Duties, Responsibilities and Requirements**

The basic function of this position is to provide accounting, administrative, and programmatic support for the Operations Division of the Department of Public Works, primarily for the Sanitation Services Section, and maintain the Sanitation Code Enforcement Program. The specific duties and responsibilities include the following:

- 20% Generate accounts receivable billings for cart returns, snow and ice removal, and weed abatements.
- 20% Coordinate clean-ups referred from the Department of Neighborhood Services (DNS), including coordinating with DNS, documenting offenses, billing homeowners, and collecting payments.
- 20% Respond to inquiries and investigate complaints from the general public, elected officials, and other City staff related to Solid Waste Fees and Snow and Ice Fees.
- 20% Coordinate and update record on Construction Debris Charges; and coordinate the neighborhood weekend clean-up box, and the cart and snow hardship program.
- 10% Coordinate removal of billing for City services on City owned vacant lots; and update and maintain various spreadsheet reports for Sanitation operations regarding frequency, evictions, etc.
- 10% Perform office administration including commuting miles for Sanitation managers, coordinating office mail, and other general secretarial duties; and perform other duties as assigned.

Requirements include one year of related credits from a university, community college or business school; and two years of significant office experience including maintaining financial records, developing public sector budgets, and the use of computer software such as MS Word and Excel. Other requirements include knowledge of and ability to use the FMIS system and Peoplesoft; knowledge of accounting activities, general accounts payable and receivable procedures, and Sanitation and DPW policies, procedures and programs; and familiarity with the City budget and ordinances. These requirements have not been assessed for staffing purposes.

## **Analysis**

The department indicated that there have been a number of changes in the position including the following new duties:

- Investigating Snow and Ice Fee complaints
- Coordinating records and auditing the construction debris charges
- Coordinating the removal of billing for City services on City owned lots

Some current duties, such as working with violation notices and investigating the Solid Waste Fee have grown in volume and importance.

The specification for the position's current job classification series is described below:

Accounting Assistant Job Series consists of positions that perform office support and accounting related tasks in activities such as purchasing, paying bills, receiving payments, maintaining production and budgetary records, checking payroll records, examining accounting records, and other activities related to accounting and finance.

The requested job classification series is as follows:

Program Assistant Job Series consists of positions that perform a variety of office support and administrative work in support of a program or distinct area of operations within a city department. The term "program" is intended to be broad in application, encompassing the work of a bureau, division, section, or specific program in a department. The level of work is considered semi-professional and the position serves as a "bridge" between office support positions and professional occupations that require a bachelor's degree or equivalent.

The requested level of Program Assistant I is described as follows:

### Program Assistant I in Pay Range 460

Performs duties and responsibilities to support the work of professionals and/or managers in a specific area of operations or program within a City department. Requires a good working knowledge of policies and procedures associated with a particular program or area of operations and significant on-the-job work experience in the area. Carries out duties and responsibilities very independently and consults with managers and professionals regarding unusual situations requiring the interpretation of policies.

The requested classification of Program Assistant I is appropriate for this vacant position that has acquired new duties and responsibilities that are broader in scope and not limited to accounting related tasks. These duties and responsibilities are related to specific programs in

the Sanitation Services Section and are currently being performed by managers or higher level administrative support positions. These programs require an attention to detail and involve a significant amount of funds. For example, coordinating records and auditing the construction debris charges involves \$600,000 in fees on an annual basis.

**Recommendation**

Based on the above analysis we recommend this vacant position be reclassified from Accounting Assistant II in Pay Range 445 to Program Assistant I in Pay Range 460.

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

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

Reviewed by: *M. Monteagudo*  
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: October 5, 2010

Departments: Department of Administration – Information & Technology Management Division  
Milwaukee Public Library

<b>Present</b>	<b>Request</b>	<b>Recommendation</b>
New Position (DOA-ITMD)	Bridging Information Gap (BIG) Coordinator SG 06 (\$50,206 - \$70,295)	Project Coordinator – BIG SG 04 (\$44,194 - \$61,871)
Six New Positions (Library)	Public Technology Specialist – Six positions To Be Studied	Library Technology Specialist Six Positions PR 504 (\$35,363 - \$40,836)

**Action Required**

In the Salary Ordinance, under Salary Grade 04, add the title “Project Coordinator-BIG” and under Pay Range 504, add the title “Library Technology Specialist”.

In the Positions Ordinance:

Under Department of Administration-Information and Technology Management Division, under Policy and Administration, add one position of “Project Coordinator-BIG.”

Under Library, Administrative Services Decision Unit, Technical Services, Bureau, Automation Section, add six positions of “Library Technology Specialist.”

**Background**

The Department of Employee Relations received a letter dated September 22, 2010 from Nancy Olson, Chief Information Officer, requesting a classification study of positions related to the Broadband Technology Opportunities Program (BTOP) stimulus grant. Project partners for this program are the Milwaukee Area Workforce Investment Board, the Milwaukee Housing Authority, the United Community Center, and the Trinidad Group, LLC. The grant provides funding for a Coordinator position in the Information and Technology Management Division of the Department of Administration (DOA-ITMD) and six Assistant positions in the Library. The Coordinator position will have responsibility to develop the “Bridging the Information Gap” (BIG) website and the Assistant positions will oversee the laptop programs at neighborhood libraries. To study these positions, job descriptions were reviewed and discussions were held with Gary Langhoff, Policy and Administration Manager, of ITMD; and Toni Vanderboom, Personnel Analyst-Senior and Bruce Gay, Library Technical Services Manager, of the Library.

**DOA – INFORMATION & TECHNOLOGY MANAGEMENT DIVISION**

<b>Current:</b>	<b>New Position</b>
<b>Request:</b>	<b>Bridging the Information Gap (BIG) Coordinator SG 06</b>
<b>Recommendation:</b>	<b>Project Coordinator – BIG SG 04</b>



This position is responsible for the development of the Bridging the Information Gap (BIG) website; assisting the Connecting Milwaukee Communities (CMC) Committee in convening groups representing a variety of interests and facilitate discussions and planning sessions regarding the content of the BIG site; ongoing maintenance of the site to ensure that information and resources are up-to-date; presenting BIG site access information to a number of groups in the community; and familiarizing potential users of the BIG site with the resources and appropriate usage.

### **Duties, Responsibilities and Requirements**

- 20% Promote the use of the BIG site within the Milwaukee community in a manner that is creative and keeps the BIG site and the Public Computer Center opportunities in the spotlight.
- 10% Use Public Computer Center user feedback and input from the CMC Committee to design and provide a user friendly site that is accessible for a wide variety of users including Spanish speaking individuals, senior citizens, and people with disabilities.
- 20% Ensure that the BIG site is consistently up-to-date and verify information contained on the site.
- 30% Work with the CMC Committee to assess and select site content that will include, but not be limited to, health issues, safety, employment training, job information, Public Computer Center site locations, hours of operation, and information regarding classes.
- 10% Maintain statistics on web site usage; and develop reports on user trends and project status.
- 10% Respond to Web Assistance queries and comments from the BIG site users, stakeholders and other interested entities.

Requirements for this position include a Bachelor's Degree in Public Administration, Social Work, Communications, Public Relations, or related field and experience in presenting information, in an interesting manner, to a wide variety of groups. The position also requires an aptitude to learn the technical aspects, with the support of staff, associated with the development and maintenance of an informational website; strong working knowledge of the Micro Soft Office package including Word, Excel and PowerPoint applications; the ability to create a variety of messages to attract BIG site and Public Computer Center users, and to convene and facilitate working groups to develop the BIG site content essentials; and excellent verbal and written communication skills. These requirements have not been assessed for the purposes of staffing.

### **Analysis**

To review this position we looked at a number of classifications in the City including the following:

#### Network Coordinator Assistant, SG 02 (\$38,902 - \$54,455)

This is a professional information technology position that is an underfill classification for Network Coordinator-Senior in Salary Grade 06. Duties can vary according to where the position is assigned but generally performs all of the day-to-day work required to run a local area network. Requirements include a bachelor's degree in Management Information Systems, Computer Science, Engineering, Business or related field plus two years of experience with multi-user LAN based systems and one year of experience and training in the design, implementation, support, and trouble-shooting of WAN and LAN systems.

Health Project Coordinator–Childhood Wellness, SG 04 (\$44,194 - \$61,871)

Provides day-to-day coordination of Project LAUNCH, Well-Child Connections activities and acts as the Local Young Child Wellness Coordinator; coordinates with the State-level Young Child Wellness Expert to develop and implement the Local Child Wellness Council and a Strategic Plan; assure the oversight and provision of evidence-based programming within the target population as well as quality review and evaluation of such programming; convenes and facilitates a monthly meeting with the local Child Wellness Council and acts in a leadership role; and establishes relationships with multiple organizations and guides interagency collaborations with various community-based organizations and child and family service public agencies. Requirements include a Bachelor's Degree in a related field and two years of experience in coordinating public or community health programs.

Ecocultural Family Interview Program Coordinator, SG 05 (\$47,109 - \$65,957)

The basic function of this position is to provide overall leadership, oversight, coordination, and implementation of the Ecocultural Family Interview Project. This includes providing oversight for achievement of all grant goals and objectives, overseeing the interviews with project families, collecting and analyzing data, writing regular reports on project goals and objectives, providing oversight and consultation to the project team, managing the budget, developing contracts, identifying training needs, and ensuring the assessment tool does not duplicate existing home visiting data collection activities and that protocols are coordinated, effective, and standardized. Supervises one position of Office Assistant II and oversees the work of two Health Social Worker positions.

Internet Services Coordinator, SG 06 (\$50,206 - \$70,295)

Maintains a consistent, professional, and informative web presence for the City of Milwaukee City's Internet and Intranet web sites; designs and constructs web pages that include graphic user interface (GUI) features; formulates and enforces web design and content standards; ensures that the City's home page remains topical and up-to-date; provides ongoing design of the website which includes maintenance of the central Content Management System (CMS); responds to change requests from departments; assists departments with web content and design; trains departmental web content providers in web content and design policies and how to use the CMS; responds to questions and comments from web users; troubleshoots problems; and supervises the work of an Internet Analyst Technician. Requirements include a bachelor's degree in computer science, information technology or related field and two years of experience working with a Web page content management system and the programs used to produce web pages. Other requirements include a familiarity with public relations, writing and editing, and marketing.

The classification that appears most similar in level of duties and responsibilities is the Health Project Coordinator in Salary Grade 04. The City has several Health Project Coordinator positions. Generally, these positions are responsible for program management, coordination and administration; and serve as a liaison with community organizations and the general public. Similar to the position under study they have overall coordination responsibility for a specific project that involves interacting with the public and community based organizations.

We recommend the title Project Coordinator – BIG to better reflect the duties of the position and to identify the grant project with which it works. This is similar to the titles for Health Project

Coordinator positions that have a suffix that is related to the grant or project with which they are working. The Ecocultural Family Interview Program Coordinator in Salary Grade 05 and the Internet Services Coordinator in Salary Grade 06 both have broader areas of duties and responsibilities than the position under study.

### **Recommendation**

Based on the above review and analysis we recommend that this position be classified as Project Coordinator - BIG in Salary Grade 04.

### **MILWAUKEE PUBLIC LIBRARY**

<b>Current:</b>	<b>Six New Positions</b>	
<b>Request:</b>	<b>Public Technology Specialist (6 positions)</b>	<b>PR TBD</b>
<b>Recommendation:</b>	<b>Library Technology Specialist (6 positions)</b>	<b>PR 504</b>

These positions are responsible for administering the public laptop program at neighborhood libraries as part of the Milwaukee Public Library's "Connecting Milwaukee Communities" Broadband Technology Opportunities Program. This includes overseeing the day-to-day operation of the public laptops, teaching the Library's computer class program, assisting the public with computer and technology issues, developing additional curriculum to meet community needs, troubleshooting and completing basic laptop repairs under the direction of the Technical Services Bureau, and working with neighborhood library staff to serve the public.

### **Duties, Responsibilities, and Requirements**

- 30% Administer public laptops which includes coordinating the circulation of laptops for security, ease of access, and positive public experience; and instructing staff on circulation policies and the proper use of laptops.
- 25% Assist the public with laptops, either in small groups or individually, by addressing technology issues as they arise; and assisting with various functions including printing, using software, and working with library-supplied or internet resources.
- 25% Administer public computer courses which includes using the Library's curriculum to hold regularly scheduled courses on basic computer needs such as email, internet searching, word processing, spreadsheets, and presentation software; in coordination with the Public Training Coordinator, developing new computer courses to be used system-wide, based on community needs; and providing statistical and anecdotal reports on class effectiveness and reach.
- 10% Support the maintenance of computers by working in close coordination with the Technical Services Bureau to troubleshoot and fix laptops and other library computers and printers; and install software upgrades and new hardware, clean laptops, and remove viruses.
- 5% Assist with information for grant reporting; provide both statistical and anecdotal data for program reporting to the Library Technical Service Manager or others as requested.
- 5% Speak to community groups and demonstrate library technology; serve on committees; and perform other duties as assigned.

Requirements for this position include a Bachelor's Degree in a related major and formal or informal experience in providing technical instruction. Other requirements include a strong customer service orientation; excellent written, oral, and interpersonal

communication skills; proficiency with Office software, internet search tools, and computer databases; an ability to lead courses and develop instructional methods; time management skills, and an ability to read and understand detailed information contained in various items such as procedure manuals, technical documents, and reports. These requirements have not been assessed for the purposes of staffing.

## **Analysis**

As a part of this grant the Library will add 240 laptops for public use. These laptops will be divided among the six neighborhood libraries of Atkinson, Center Street, Forest Home, Martin Luther King, Villard Avenue/Square, and Washington Park. Each of these libraries will receive 40 laptops and be assigned one of these positions to administer the program. These positions will oversee the laptops, teach computer classes, provide assistance and handle basic laptop maintenance.

In comparing these positions to other jobs in the City the most similar is Library Reference Assistant positions in Pay Range 504. These positions perform public service duties at the reference desks of assigned libraries and a variety of non-public duties that affect the quality of service to the public. Duties and responsibilities include providing reference and reader's advisory services; answering directional questions and locating requested materials; searching indexes, bibliographies, and other reference sources in response to patrons' requests; instructing patrons in the use of technology, including online catalogs, databases, the Internet and other reference sources; and serving as needed as the staff person in charge of opening and closing the library.

The requirements for these two classifications are very similar and there are some overlapping duties such as providing assistance in the use of technology and computers. Although the positions under study have the duty to administer public computer courses the Library Reference Assistants have a broader range of reference and reader's advisory services and may serve as the staff person in charge of opening and closing the library.

## **Recommendation**

Based on the above review and analysis we recommend that these six positions be classified as Library Technology Specialist in Pay Range 504.

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: September 21, 2010

Department: Library

Present	Request	Recommendation
Library Services Assistant PR 504 (\$35,363 - \$40,836) 12 Positions	Study of Positions PR 460 (\$39,507 – \$44,277) 12 Positions	Neighborhood Library Services Asst PR 460 (\$39,507 – \$44,277) 12 Positions
<p><b>Rationale:</b> The reduction of managerial and professional staff in neighborhood libraries has impacted the level of responsibility exercised by Library Services Assistants, as well as knowledge and skill required to perform the job. Employees in this job classification are now required to make supervisory decisions more independently and solve complex patron problems in a more independent manner.</p>		

**Action Required**

In the Salary Ordinance, under Pay Range 460, add the title “Neighborhood Library Services Asst.”

In the Positions Ordinance, Library, Neighborhood Library and Extension Services Decision Unit, Extension Services Bureau, Neighborhood Library and Extension Services Pool, delete 11 positions of “Library Services Assistant” and add 11 positions of “Neighborhood Library Services Asst”; under Community Outreach & Technology Center Initiative (J), delete one position of “Library Services Assistant (J)” and add one position of “Neighborhood Library Services Asst. (J).”

**Background**

On April 7, 2010 Judith Zemke, former Library Personnel Officer, updated a request first sent in 2009 in which she requested that 12 positions of Library Services Assistant assigned to neighborhood libraries be studied for appropriate job classification and level of pay. Ms. Zemke noted that recent budgetary reductions had impacted the duties and responsibilities of this job classification stating: “it has become apparent to Library administration that the duties and responsibilities of the Library Services Assistant position in the neighborhood libraries have become increasingly broad and complex and warrant reallocation.” In studying this request, discussions were held with the following individuals: Judith Zemke, former Library Personnel Officer; Toni Vandenoorn, Personnel Analyst; Paula Kiely, Milwaukee Public Library Director; and Dawn Lauber, Librarian V. Written documentation, in the form of job analysis questionnaires completed by employees filling the jobs, and job descriptions drafted by the Library, were also reviewed.

**Library Services Assistants - Duties and Responsibilities  
Neighborhood Libraries**

The Milwaukee Public Library System employs a total of 14 Library Services Assistants (LSAs). Two full-time Library Services Assistants and one half-time Library Services Assistant work at the Central Library. This report concerns the 12 Library Services Assistants assigned to the Library System’s 12 neighborhood libraries. A neighborhood library is typically staffed as shown in the following table:

### Typical Staff Configuration Neighborhood Library

No. Pos.	Title	PR or SG
½-1	Library Branch Manager	07
0-2	Librarian III	557
0-1	Librarian II	544
1	Library Services Assistant	504
0-1	Library Reference Assistant	504
2-4	Library Circulation Assistant I	406
2-3	Library Circulation Aides	906

A Library Branch Manager has responsibility for the operation of one or two neighborhood libraries. When the Branch Manager is not present, a "librarian-in-charge," typically a Librarian III although the responsibility could fall to the most senior reference staff on duty, is responsible for library operations.

The basic function of a Library Services Assistant in a neighborhood library is to plan, organize, and oversee all clerical work processes for the library and direct and supervise all of the day-to-day work of a clerical staff of 4 to 8 employees. Eight of the twelve Library Services Assistants report to a Library Branch Manager who is onsite one-half of the time; four LSAs report to Managers who are onsite 100% of the time.

The Library has limited its request to the 12 Library Services Assistants assigned to neighborhood libraries and did not include two and one-half Library Services Assistant positions assigned to the Central Library. The rationale provided by the Library for not including the positions assigned to the Central Library was that, in comparison with LSAs assigned to branch libraries, the positions in the Central Library do not exercise the same degree of responsibility for staff supervision or customer relations as those in branch libraries. The job descriptions submitted by the Library for the LSA positions assigned to the Central Library confirm this difference.

The major areas of responsibility associated with Library Service Assistants in neighborhood libraries may be divided into the following three areas:

- Staff supervision
- Public service
- Library records and reports

Following is more detailed information regarding duties and responsibilities in each of these areas.

Supervisory duties and responsibilities include:

- Training new and current employees in small groups and one-on-one
- Coaching employees on job performance.
- Instructing the entire staff, including professionals, on correct clerical procedures and the proper use of office equipment and technologies.
- Tracking all time worked and not worked covered by the state and federal FMLA
- Scheduling staff for hours of work, daily desk schedules, vacation allowances, changes in schedules, and assignment of clerical help to other sections.
- Evaluating performance of new clerical staff; meeting with neighborhood library manager and employee and, in consultation with manager, recommending continuation or termination of employment.

- Preparing annual performance reviews for clerical staff. Preparing annual performance reviews for clerical staff.
- Reporting and clarifying computer system problems and training clerical staff to use the system.
- Assisting in maintaining and improving the physical layout and environment of work unit location, and in providing adequate and orderly work area for staff.

Public service duties include:

- Providing reference and reader's advisory assistance to patrons as scheduled or required
- Personally handling the most difficult customer service issues, such as those related to fines for overdue materials and policies regarding the circulation of materials, with the goal of resolving problems and maintaining good public relations.
- Dealing with patrons whose behavior is disruptive or potentially dangerous
- Assigning staff to other libraries as required.
- Developing a thorough knowledge of all clerical functions and procedures, and with this detailed knowledge, interpreting system rules and regulations.

Duties and responsibilities associated with library records, reports, and documentation include:

- Verifying all employee time records for accuracy and correctness; maintaining absence analysis records.
- Identifying discrepancies in records of Library holdings and referring such information to Technical Services for correction.
- As assigned, assuming responsibility for inventories, on-line catalog maintenance, financial reports, circulation statistics, and other public services statistics, records, circulation or reports as specified by the neighborhood library manager.
- Evaluating circulation processes and recommending improvements for such.

Other duties include:

- Ordering and accounting for supplies and materials for the library (approximately \$1,000 annually)
- Accounting for cash intake on a daily basis
- Working with ongoing committees to solve IT circulation system issues, upgrading system components, and improving functionality

Knowledge, Skills, Abilities, and Attributes (KSAA's) required for successful job performance include:

- Skill in supervising, training, and directing clerical personnel.
- Ability to recognize and solve complex problems as well as to provide staff with guidance in solving problems.
- Strong customer service skills; ability to resolve escalated complaints in a diplomatic manner.
- Strong oral and written communication skills as well as excellent listening skills.
- Strong interpersonal skills; ability to work cooperatively with staff and the public.
- Knowledge of computers; ability to use an on-line library catalog, library electronic databases, the Internet, and word processing software.
- Knowledge of office procedures and systems such as record management.
- Ability to perform detailed work of a technical nature accurately and quickly.
- Ability to organize, plan, and prioritize work; ability adapt quickly to changing situations and priorities.
- Ability to make sound decisions independently

Minimum requirements for the job, as stated on the most recent announcement sheet dated 12/04/09, are a Bachelor's degree in any major and one year of supervisory experience in

customer service or library reference. Once an employee is hired, he or she must complete a three-credit course in reference work within one year of appointment.

This list of KSAs and minimum requirements does not comprise the full job analysis performed by the Staffing Division of the Department of Employee Relations.

### **Analysis**

Any job evaluation for purposes of compensation must first assess whether any changes in duties and responsibilities have taken place in a job. Once this has been established, the impact that these changes have had upon the level of responsibility exercised and degree of knowledge, skill, and attributes required to perform the work must be evaluated. Although physical and mental effort and working conditions are *bona fide* job evaluation factors used by virtually all employers in the U.S. and the Department of Employee Relations, they are considered or weighted to a minor degree in comparison with the factors of level of knowledge/skills and responsibility exercised.

In order to understand any changes that have taken place in this job, some background information is in order. During the previous five years there has been a continual reduction of professional librarians and managers in neighborhood libraries. Between 2005 and 2010, 23 positions have been eliminated from 12 neighborhood libraries. Of the 23 positions that were eliminated, 16 were responsible for providing reference services and readers' advisory services to patrons.

The most significant staff reduction to date began on January 1 of this year when four Library Branch Manager positions were eliminated. In the past, each neighborhood library was managed by one Library Branch Manager. Now, however, four Managers oversee eight neighborhood libraries. The remaining four Managers each oversee one library which means that these four Library Branch Managers are onsite in neighborhood library less than one-half of the time. As a result of this change, Library Services Assistants are now required to solve patron complaints and problems more independently, without the guidance or supervision of an on-site Manager. Due to staff reductions that took place from 2005 to 2010, this is also true for those Library Services Assistant assigned to libraries with full-time Managers.

Examples of customer complaints and problems solved more independently include the following:

- Deciding to maintain, reduce or waive fines for late materials on a case-by-case basis, considering the facts of each situation and Library policy
- Investigating and resolving complex problems related to the misidentification of library patrons in the circulation system. This requires a correct identification of the patron and a correction of his or her records.
- Resolving complaints related to circulation policies and the condition of materials. When someone is unhappy about fines levied for late materials, charges for damaged library materials, or inaccuracies in his or her computerized record and insists upon speaking to "a supervisor," the Library Services Assistant is the individual who helps the patron.

The same holds true for staff supervision. The myriad decisions and actions that must be made and taken as a first-line supervisor—scheduling staff, training new employees, approving time sheets, authorizing time off, documenting infractions of work rules, documenting exemplary and deficient work behaviors, recommending whether new employees pass probation, prioritizing work, modifying work spaces and processes, resolving conflicts between employees, coaching employees on job performance—must be performed more independently. In other words, the Library System now depends more upon these employees to make fair and informed decisions in their role as first-line supervisors.



In addition, Library Services Assistants now devote more of their time providing basic reference service, computer assistance, and reader's advisory service to patrons. Reference services include recommending, interpreting, evaluating, using, or teaching others to use information sources. At neighborhood libraries these services usually occur in person or over the telephone. Reader's advisory service is defined as suggesting and recommending materials to patrons based upon the subject and type of materials requested and the availability of materials. Considering the vast amount of information currently available on the Internet, in electronic form other than the Internet, and in print, the knowledge required to perform this work has steadily increased during the past decade.

Lastly, Library Services Assistants in neighborhood libraries now play a greater role and exercise more responsibility in promoting good customer relations. The example set by employees filling these jobs and the actions they take or fail to take in serving patrons now has a greater impact upon the Library's image, brand, and customer loyalty.

The job analysis, as detailed above, indicates that the level of responsibility and degree of knowledge and skill required to perform the job of Library Services Assistant in neighborhood libraries has been increased. It also appears that the degree of effort required to perform the job has increased in terms of managing multiple priorities associated with reference work, customer relations, and staff supervision. As previously noted, however, effort required is a relatively minor factor in job evaluation.

The Library has requested that Library Services Assistants working in neighborhood libraries be raised to Pay Range 460. The following table shows pay relationships of job classifications in the Library.

**Milwaukee Public Library  
Job Classifications and Pay Levels**

<b>Title</b>	<b>Pay Range Salary Grade</b>	<b>Min</b>	<b>Max</b>
Library Branch Manager	07	\$53,519	\$74,922
Librarian III	557	\$49,214	\$57,139
Librarian II	544	\$45,210	\$51,824
Library Tech IV	530	\$41,495	\$46,975
Librarian I	528	\$39,952	\$46,569
<b>&gt;Proposed - Neighborhood Library Services Assistant</b>	<b>460</b>	<b>\$39,507</b>	<b>\$44,277</b>
<i>Library Services Assistant</i>	504	\$35,363	\$40,836
<i>Library Reference Assistant</i>	504	\$35,363	\$40,836
Library Circulation Assistant III	445	\$36,902	\$40,836
Library Circulation Assistant II	424	\$31,289	\$37,464
Library Technician III	425	\$33,865	\$37,464
Library Circulation Assistant I	406	\$27,574	\$35,041
Library Technician II	410	\$29,780	\$35,041
Library Circulation Aide	906	\$7.75/hr	\$9.46/hr

As may be seen in the above table, *Library Services Assistants* in Neighborhood Libraries are at the same pay level as *Library Reference Assistants*. Reference Assistants also work at neighborhood libraries, providing basic reference and reader's advisory services to patrons. The 2004 job description for Library Reference Assistant for employees assigned to neighborhood libraries and extension services provided the following breakdown of responsibilities:

**Library Reference Assistant – Duties and Responsibilities  
Neighborhood Libraries and Extension Services**

- 40% Assists patrons with selecting books and answers questions about services
- 18% Enters patrons' applications
- 18% Maintains patron registration files for all institutions; verifies compliance
- 12% Handles the processing and mailing of in-house magazines
- 10% Enters patrons' requests
- 2% Performs other assigned duties

The minimum requirements for the Library Reference Assistant, as stated on the aforementioned job description include a bachelor's degree in social or natural science, education, business, or other field of study. Continued employment is contingent upon completion of a course in basic reference skills within one year of appointment.


The Library Reference Assistant job classification is paid at the same level as the Library Services Assistant classification, currently \$35,363 to \$40,836 annually. Like Library Reference Assistants, Library Services Assistants also provide basic reference and readers' advisory services to patrons. There is a major difference, however, between these two groups. Library Services Assistants have a significant responsibility for supervising a staff of 4 to 9 employees and overseeing the work process of those employees. It is clear, then, that the level of responsibility exercised and knowledge and skills required to supervise others, as required of Library Services Assistants, exceeds that of Library Reference Assistants who are at the same pay level.

Considering internal comparisons, and the increased level of responsibility and knowledge/skill required to perform this job, and also considering, to a minor extent the increased levels of effort required, appears that the Library's request to reclassify these positions to Pay Range 460 is warranted.

**Recommendation**

It is therefore recommended that 12 positions of Library Services Assistant located in neighborhood libraries, Pay Range 504, be reclassified to Neighborhood Library Service Assistant, Pay Range 460.

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