



## Department of Employee Relations

**Cavalier Johnson**  
Mayor

**Harper Donahue, IV**  
Director

**Renee Joos**  
Employee Benefits Director

**Nicole M. Fleck**  
Labor Negotiator

July 3, 2023

The Honorable  
Finance and Personnel Committee  
Common Council  
City of Milwaukee

*Common Council File No. 221975 – Communication from the Department of Employee Relations relating to classification studies scheduled for the July 6, 2023 Fire and Police Commission meeting.*

Dear Committee Members:

The following classifications and pay recommendations are scheduled at the Fire and Police Commission meeting on July 6, 2023.

### MPD & MFD

| Current Title   | Current Pay Range                                  | New Title                            | Recommended Pay Range   |
|---|--|--------------------------------------|---|
| <b>City Laborer</b><br>Three Positions - Police   | 8DN: \$35,225 - \$42,084<br>Recruit Rate: \$38,331 | N/A                                  | 8AN: \$43,982 - \$52,550<br>FN: Employees who attain and maintain a CDL to be paid an additional 3% biweekly. |
| <b>Custodial Worker II – City Laborer</b><br>One Position – Fire<br>39 Positions – Police | 8DN: \$35,225 - \$42,084<br>Recruit Rate: \$37,953 | <b>Custodial Worker 1</b>            | 8AN: \$43,982 - \$52,550  |
| <b>New Title</b>  | N/A  | <b>Custodial Worker 2</b>            | 8BN: \$46,181 - \$56,122  |
| <b>New Title</b>  | N/A  | <b>Custodial Worker 3</b>            | 8CN: \$48,490 - \$57,011  |
| <b>Inventory Control Assistant I</b><br>Underfill Title                                   | 6GN: \$35,349 - \$41,556                           | <b>Inventory Control Assistant 1</b> | 8BN: \$46,181 - \$56,122<br>Recruit Rate: \$48,381  |
| <b>Inventory Control Assistant II</b><br>One Position – Police                            | 6HN: \$38,278 - \$43,555                           |                                      |   |
| <b>New Title</b>  | N/A  | <b>Inventory Control Assistant 2</b> | 8DN: \$50,800 - \$58,928  |
| <b>New Title</b>  | N/A  | <b>Inventory Control Assistant 3</b> | 8EN: \$53,340 - \$63,800  |
|   |  |                                      |   |
| <b>New Title</b>  | N/A  | <b>Temporary City Laborer</b>        | 9MN: \$32,460 - \$33,824<br>Recruit Rate: \$38,331  |

Note: Residents receive a rate that is 3% higher.

### Police Department

| Current           | Recommended  |
|-------------------|--|
| Six New Positions | Crime Scene Supervisor<br>PR 1HX (\$73,688 - \$103,160)<br>FN: Recruitment is at \$88,267<br>(Six Positions) |

|  |  |
|--|--|
| Police Forensics Services Director<br>PR 1IX (\$78,528 - \$109,938)<br>FN: Appointment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.<br>(One Position) | Police Forensics Services Director<br>PR 1IX (\$78,528 - \$109,938)<br>FN: Recruitment is at \$97,094<br>FN: Appointment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.<br>(One Position) |
|--|--|

Note: Residents receive a rate that is 3% higher.

Respectfully Submitted,



Harper Donahue, IV  
Employee Relations Director

Attachments:   Job Evaluation Reports  
                      Fiscal Impact Statement



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### Job Evaluation Report

Fire and Police Commission Meeting: July 6, 2023

This first of two city-wide job study reports address the market rates of pay, alignment, and career structures for all skilled craft, service, maintenance and related classifications across city government. The recommendations in this report specifically deal with service, maintenance and related classifications. Next cycle, DER Compensation will submit the second half of this report addressing the skilled craft titles and related classifications. Furthermore, the recommendations have been sent in separate reports to the City Service Commission and the Fire and Police Commission.

The necessity to study these positions are long overdue as there are documented recruitment and retention difficulties, hemorrhaging contractor costs, and the looming impact to services offered to the constituents of the City of Milwaukee. There are high vacancy rates in these positions city wide, but most notably would be in the Milwaukee Water Works, the Department of Public Works – Operations, and the Department of Public Works – Infrastructure. The incumbents of these areas work hard and take pride in their work to provide the services to the constituents of the City of Milwaukee, but the vacancies are making it near impossible to keep up.

Various factors have led to this point – the loss of labor unions who maintained a market rate on a consistent basis, aging equipment that the city is maintaining or replacing, and even residual implications from COVID -19. Due to the City's precarious position in regards to the lack of staff to fulfill services expected by constituents, these two reports are essential so as to retain our staff and give the departments the ability to recruit before the year end so as to ensure there isn't a stoppage in services.

The analysis and recommendation process included a review of a position's duties and responsibilities, impact and accountability, relationship responsibilities, working conditions, as well as minimum education and experience required. This process also compared classifications' rate of pay to the cost of labor in southeastern Wisconsin. Market data was sourced from ERI, a salary survey for which Employee Relations subscribes, the Bureau of Labor Statistics, MRA, as well as the prevailing wage for Milwaukee County. The City of Milwaukee needs to ensure that we pay the industry standard and this report further recommends that these rates are assessed and maintained yearly so as to avoid falling behind in market rates again.

The Department of Employee Relations Compensation, Staffing, and the various affected Departments will work closely together to establish minimum qualifications, where necessary, for the recommended new positions. This report will recommend that incumbents impacted by a newly created career path are placed at the first step and will then have a matrix implemented at the same time of the report to ensure incumbents are placed appropriately with their years of experience and credentials. This will be the same method for the second half of this report addressing the skilled crafts next cycle. For positions that have been aligned due to the market study, we are going to implement the report and a matrix at the same time to again ensure employees are placed appropriately in the pay range for their years of experience and credentials. A proposed timeline for these implementations is attached to this report's Common Council File number as an addendum.

The goal of this report and its recommendations is to ensure that the City of Milwaukee becomes the preferred employer in the City of Milwaukee and no longer a training ground for southeastern Wisconsin.

| Current Title   | Current Pay Range                                  | New Title                            | Recommended Pay Range   |
|---|--|--------------------------------------|---|
| <b>City Laborer</b><br>Three Positions - Police   | 8DN: \$35,225 - \$42,084<br>Recruit Rate: \$38,331 | N/A                                  | 8AN: \$43,982 - \$52,550<br>FN: Employees who attain and maintain a CDL to be paid an additional 3% biweekly. |
| <b>Custodial Worker II – City Laborer</b><br>One Position – Fire<br>39 Positions – Police | 8DN: \$35,225 - \$42,084<br>Recruit Rate: \$37,953 | <b>Custodial Worker 1</b>            | 8AN: \$43,982 - \$52,550  |
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| <b>New Title</b>  | N/A  | <b>Temporary City Laborer</b>        | 9MN: \$32,460 - \$33,824<br>Recruit Rate: \$38,331  |

Note: Residents receive a rate that is 3% higher.

This recommendation will completely restructure the pay ranges for Section 8: Service and Maintenance in the salary ordinance. This will be the same for Section 7: Skilled Craft in the next report. Below is a chart reflecting the new ranges for Section 8 so as to eliminate confusion:

|     | MINIMUM BIWEEKLY | MINIMUM ANNUAL | MAXIMUM BIWEEKLY | MAXIMUM ANNUAL |
|-----|------------------|----------------|------------------|----------------|
| 8AN | \$1,691.62       | \$43,982.12    | \$2,021.15       | \$52,549.90    |
| 8BN | \$1,776.20       | \$46,181.20    | \$2,158.53       | \$56,121.78    |
| 8CN | \$1,865.01       | \$48,490.26    | \$2,192.73       | \$57,010.98    |
| 8DN | \$1,953.84       | \$50,799.84    | \$2,266.45       | \$58,927.70    |
| 8EN | \$2,051.53       | \$53,339.78    | \$2,453.85       | \$63,800.10    |
| 8FN | \$2,195.12       | \$57,073.12    | \$2,576.54       | \$66,990.04    |
| 8GN | \$2,304.87       | \$59,926.62    | \$2,705.34       | \$70,338.84    |
| 8HN | \$2,351.27       | \$61,133.02    | \$2,730.47       | \$70,992.22    |
| 8IN | \$2,449.96       | \$63,698.96    | \$2,841.96       | \$73,890.96    |
| 8JN | \$2,518.21       | \$65,473.46    | \$2,982.67       | \$77,549.42    |

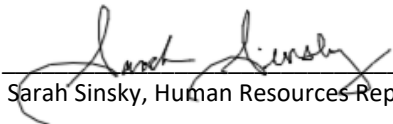
\*Note: Residents receive a rate that is 3% higher.

Footnotes for these titles will remain the same unless footnoted assignment rates were rolled into the title's new recruitment rates.

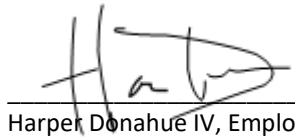
Extensive conversations were held with department heads, HR staff, managers, supervisor, and questionnaires were sent out to various employees in each title covered in this and in the forthcoming second report. DER Compensation would like to take this time to thank the countless employees that took the time and effort to assist in these monumental reports that will get the City back on track to being the preferred employer within the City of Milwaukee.

**Action Required – Effective Pay Period 16, 2023 (July 23, 2023)**

**\* Please see submitted addendum to CCFN for Salary and Position Ordinance changes.**

Prepared by:   
Sarah Sinsky, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Harper Donahue IV, Employee Relations Director



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### Job Evaluation Report

Fire and Police Commission Meeting: July 6<sup>th</sup>, 2023

#### Police Department

| Current  | Recommended  |
|--|--|
| Six New Positions  | Crime Scene Supervisor<br>PR 1HX (\$73,688 - \$103,160)<br>FN: Recruitment is at \$88,267<br>(Six Positions)   |
| Police Forensics Services Director<br>PR 1IX (\$78,528 - \$109,938)<br>FN: Appointment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.<br>(One Position) | Police Forensics Services Director<br>PR 1IX (\$78,528 - \$109,938)<br>FN: Recruitment is at \$97,094<br>FN: Appointment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.<br>(One Position) |

Note: Residents receive a rate that is 3% higher.

The Milwaukee Police Department (MPD) requested a classification study of six new positions of Crime Scene Supervisor in the Forensics Division. Job Descriptions were provided, and discussions were held with Pamela Roberts, Police Human Resources Administrator; April Nwandu, Human Resources Supervisor; and Mai Xiong, Human Resources Representative.

These positions, under the direction of the Police Forensic Services Director, are responsible for supervising Forensic Division personnel involved in evidence identification, preservation, collection, and analysis; ensuring rules, procedures, policies, and guidelines are followed and that department and forensic discipline standards are met; and assuming command and responsibility of their supervisor in his or her absence. Duties and responsibilities include the following.

- Supervise personnel at assigned work location assuming responsibility for discipline, conduct, and efficiency of all personnel consistent with training, department directives, code of conduct, standard operating procedures, and city policies; conduct investigations into conduct of subordinates and thoroughly investigate any complaints.
- Ensure an acceptable level of proficiency and productivity by staff consistent with their job functions and responsibilities.
- Monitor CAD (Computer Aided Dispatch) calls for service and assignments related to forensic personnel to ensure assignments and responses are appropriate and efficient.
- Respond to crime scenes and other locations to guide and assist members processing digital and physical evidence.
- Provide guidance, support, and training of forensic related duties and responsibilities to law enforcement members and partners.

- Conduct and maintain records of MPD processes including inspections of vehicles, equipment, personnel, and department property.
- Ensure the efficient use of forensic resources including personnel, equipment, and financial resources by planning, prioritizing, delegating, supervising, and reviewing the work of Forensic Division personnel.
- Complete scheduling related tasks; and establish and maintain appropriate staffing levels.
- Complete and review documentation including reports to ensure timely completion, submission, and accuracy.
- Complete monthly, annual, or as requested performance evaluations of staff.
- Monitor prisoner processing and ensure accurate, complete, and timely processing of prisoner identification and related duties.
- Evaluate, inventory, and order supplies within department policies and guidelines.
- Serve as a credible witness in court and administrative hearings.
- Assist in the hiring process including job announcements, career fairs and other recruiting events, and the interviewing, orientation, and onboarding of new employees.
- Serve as a subject matter expert in crime scenes and evidence processing.
- Assist in budget management including personnel, overtime, and operating budgets, purchase equipment and supplies as directed within City policies.
- Complete various projects and perform other duties as assigned.

Minimum requirements include a bachelor's degree in forensic science or related area; and two years of supervisory or leadership experience in a related field. Equivalent combinations of education and experience may be considered. Other requirements include an ability to complete a minimum of 80 hours of training identified by MPD related to crime scene processing, forensic disciplines, or leadership within two years of hire or promotion date. These requirements have not yet been assessed by the Staffing Division.

These positions were originally created in the 2021 budget and are now being classified. A review of other City positions including those that the positions will supervise, Crime Scene Investigators I and II and Forensic Investigators, and the position it will report to, Police Forensics Services Director, are shown below.

| Title                              | Pay Range | Rate of Pay  |
|------------------------------------|-----------|--|
| Police Forensics Services Director | 1IX       | \$78,528 - \$109,938*                                |
| Police Identification Supervisor   | 4IN – 835 | \$91,758 - \$110,946**                               |
| Forensic Investigator              | 4C – 804  | \$86,761 - \$92,251**                                |
| Crime Scene Investigator II        | 2IN       | \$60,824 - \$85,151<br>Recruitment Rate of \$63,865* |
| Crime Scene Investigator I         | 2HN       | \$57,081 - \$79,909<br>Recruitment Rate of \$59,935* |

\*Residents receive a rate that is 3% higher.

\*\*Rates for those hired prior to October 3, 2011. Higher rates for those with educational degrees.

Based on an analysis of these and other positions, we recommend that these six positions be classified as Crime Scene Supervisors in Pay Range 1HX (\$73,688 - \$103,160).

| Current   | Recommended   |
|---|---|
| Police Forensics Services Director<br>PR 1IX (\$78,528 - \$109,938) | Police Forensics Services Director<br>PR 1IX (\$78,528 - \$109,938) |

|   |   |
|---|---|
| FN: Appointment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.<br>(One Position) | FN: Recruitment is at \$97,094<br>FN: Appointment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.<br>(One Position) |
|---|---|

The Police Forensic Services Director provides leadership, direction, and oversight of the Milwaukee Police Department's (MPD's) Forensics Division. Duties and responsibilities include the following.

- Direct all operations of the Forensics Division to provide accurate, unbiased, and timely analysis of forensic evidence and related services.
- Lead, develop and enhance the division into a premier Forensics Division.
- Manage personnel performance for the Forensics Division, including making hiring and separation recommendations for civilian staff and recommending sworn personnel for transfer into and out of the Division.
- Provide technical and managerial support to functional divisions in the MPD.
- Coordinate with other Command Staff members to ensure that the goals set forth in the Police Chief's strategic vision are implemented.

To prevent compression between the new classification of Crime Scene Supervisor and the Police Forensic Services Director, the position's direct supervisor, we recommend a recruitment rate of \$97,094 in the position's current pay range of 1IX (\$78,528 - \$109,938).

**Action Required – Effective Pay Period 15, 2023 (July 9<sup>th</sup>, 2023)**

**\* Please see submitted addendum for Salary and Position Ordinance changes.**

Prepared by: Sarah Trotter  
Sarah Trotter, Human Resources Representative

Prepared by: Sarah Wangerin  
Sarah Wangerin, Human Resources Representative

Reviewed by: Andrea Knickerbocker  
Andrea Knickerbocker, Human Resources Manager

Reviewed by: Harper Donahue IV  
Harper Donahue IV, Employee Relations Director





# City of Milwaukee Fiscal Impact Statement

|          |                |  |                    |               |   |  |
|----------|----------------|--|--------------------|---------------|---|--|
| <b>A</b> | <b>Date</b>    | <u>7/7/2023</u>  | <b>File Number</b> | <u>221975</u> | <input checked="" type="checkbox"/> <b>Original</b> | <input type="checkbox"/> <b>Substitute</b> |
|          | <b>Subject</b> | Communication from the Department of Employee Relations regarding the costs of classification reports approved at the Fire and Police Commission on July 6th, 2023.. |                    |               |   |  |

|          |   |  |
|----------|---|--|
| <b>B</b> | <b>Submitted By (Name/Title/Dept./Ext.)</b> | <u>Sarah Wangerin/ Human Resources Representative / Employee Relations</u> |
|----------|---|--|

|          |                  |   |
|----------|------------------|---|
| <b>C</b> | <b>This File</b> | <input checked="" type="checkbox"/> Increases or decreases previously authorized expenditures.                  |
|          |                  | <input type="checkbox"/> Suspends expenditure authority.  |
|          |                  | <input type="checkbox"/> Increases or decreases city services.  |
|          |                  | <input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability. |
|          |                  | <input type="checkbox"/> Increases or decreases revenue.  |
|          |                  | <input checked="" type="checkbox"/> Requests an amendment to the salary or positions ordinance.                 |
|          |                  | <input type="checkbox"/> Authorizes borrowing and related debt service.   |
|          |                  | <input type="checkbox"/> Authorizes contingent borrowing (authority only).                                      |
|          |                  | <input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.             |

|          |                  |  |   |
|----------|------------------|--|---|
| <b>D</b> | <b>Charge To</b> | <input checked="" type="checkbox"/> Department Account | <input type="checkbox"/> Contingent Fund          |
|          |                  | <input type="checkbox"/> Capital Projects Fund         | <input type="checkbox"/> Special Purpose Accounts |
|          |                  | <input type="checkbox"/> Debt Service                  | <input type="checkbox"/> Grant & Aid Accounts     |
|          |                  | <input type="checkbox"/> Other (Specify) _____         |   |
|          |                  |  |   |

| <b>E</b> | Purpose            | Specify Type/Use | Expenditure | Revenue |
|----------|--------------------|------------------|-------------|---------|
|          | Salaries/Wages     |                  | \$0.00      | \$0.00  |
|          |                    |                  | \$0.00      | \$0.00  |
|          | Supplies/Materials |                  | \$0.00      | \$0.00  |
|          |                    |                  | \$0.00      | \$0.00  |
|          | Equipment          |                  | \$0.00      | \$0.00  |
|          |                    |                  | \$0.00      | \$0.00  |
|          | Services           |                  | \$0.00      | \$0.00  |
|          |                    |                  | \$0.00      | \$0.00  |
|          | Other              |                  | \$0.00      | \$0.00  |
|          |                    |                  | \$0.00      | \$0.00  |
|          | TOTALS             |                  | \$ 0.00     | \$ 0.00 |

**F****Assumptions used in arriving at fiscal estimate.**

The total cost for 2023 is \$2,302 and the total cost for 2024 is \$4,988.  
Please see attached spreadsheet for details. Cost breakdown is in  
attached spreadsheet.

**G**

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**H****List any costs not included in Sections D and E above.****I****Additional information.****J****This Note**      ☐ **Was requested by committee chair.**

**Department of Employee Relations  
Fiscal Note Spreadsheet**

Fire and Police Commission Meeting of July 6, 2023  
Finance and Personnel Committee Meeting of July 7, 2023

**NEW COSTS FOR 2023**

| Pos. | Dept                | From                               | PR  | To                                 | PR  | CURRENT<br>Annual | NEW<br>Annual | Costs                               | Rollup | Rollup+ Sal |
|------|---------------------|------------------------------------|-----|------------------------------------|-----|-------------------|---------------|-------------------------------------|--------|-------------|
| 1    | Police              | Police Forensics Services Director | 1IX | Police Forensics Services Director | 1IX | \$92,718          | \$97,094      | \$2,020                             | \$283  | \$2,302     |
| 6    | Police              | New Positions                      | N/A | Crime Scene Supervisor             | IHX | N/A               | \$88,267      | N/A Included in 2023 budget         |        |             |
|      | Various Departments | Service and Maintenance titles     | N/A | Service and Maintenance titles*    | N/A | N/A               | N/A           | N/A See Fiscal Note from DOA-Budget |        |             |
| 7    |                     |                                    |     |                                    |     |                   |               | \$2,020                             | \$283  | \$2,302     |

Assume effective date is Pay Period 15, 2023 (July 9th, 2023) unless otherwise indicated.

\*Assume effective date is Pay Period 16, 2023 (July 23rd, 2023) unless otherwise indicated.

**NEW COSTS FOR FULL YEAR**

| Pos. | Dept   | From                               | PR  | To                                 | PR  | Annual   | Annual   | Costs                       | Rollup | Rollup+ Sal |
|------|--------|------------------------------------|-----|------------------------------------|-----|----------|----------|-----------------------------|--------|-------------|
| 1    | Police | Police Forensics Services Director | 1IX | Police Forensics Services Director | 1IX | \$92,718 | \$97,094 | \$4,376                     | \$613  | \$4,988     |
| 6    | Police | New Positions                      | N/A | Crime Scene Supervisor             | IHX | N/A      | \$88,267 | N/A Included in 2024 budget |        |             |
| ###  |        |                                    |     |                                    |     |          |          | \$4,376                     | \$613  | \$4,988     |

Note: Totals may not be to the exact dollar due to rounding.