



Department of Employee Relations

April 22, 2005

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**David Heard**  
Fire and Police Commission  
Executive Director

**Michael Brady**  
Employee Benefits Director

**David Kwiatkowski**  
Labor Negotiator

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

Dear Committee Members:            Re: Common Council File Number 041553

The following classification and pay recommendations will be submitted to the City Service Commission for consideration on April 26, 2005. We recommend these classification and pay levels, subject to approval by the City Service Commission:

In the Department of Administration, Information Technology Management Division, one position of Information Technology Specialist, Pay Range 532, held by Julia Jackson, is recommended for reclassification to Network Analyst – Assistant, Pay Range 596.

In the Department of Employee Relations, one position of Employment Manager, Salary Grade 011, held by Sally Mc Attee, is recommended for reclassification to Human Resources Manager, Salary Grade 012.

In the Health Department, one new position is recommended for classification as Lead Project Coordinator (LDG), Salary Grade 005.

In the Health Department, three positions are recommended for classification as follows:  
One position of Health Project Coordinator (Lead), Salary Grade 004, held by Sara Schubert, is recommended for reclassification to Community Lead Program Manager, Salary Grade 006.  
Two new positions are recommended for classification as Health Project Coordinator (Lead), Salary Grade 004, and Lead Education Assistant, Pay Range 503.

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

Sincerely,

Maria Monteagudo  
Employee Relations Director

MM:pb

Attachments:    4 Job Evaluation Reports; 1 Fiscal Note

c: Mark Nicolini, Erick Shambarger, Marianne Walsh, David Kwiatkowski, Randolph Gschwind, Pao Vang, Randolph Guyer, Gary Langhoff, Julia Jackson, Sally Mc Attee, Bevan Baker, Vivian Chen, Michelle Stein, Amy Murphy, Ricard Gaeta, Sara Schubert, Richard Abelson, John English, Paula Dorsey, Bill Mollenhauer and James Fields

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**JOB EVALUATION REPORT**

City Service Commission Meeting Date: April 26, 2005

Incumbent: Julia Jackson

Department: Administration – Information Technology and Management Division

Present	Request
Title: Information Technology Specialist	Title: Network Analyst-Assistant
Salary: Pay Range 532 (\$36,151 - \$43,050)	Salary: Pay Range 596 (\$45,252 - \$54,954)
Step: Step 6 (\$43,050)	Source: Department
<p><b>Recommendation:</b>                      Title: Network Analyst-Assistant                      Salary: Pay Range 596 (\$45,252 - \$54,954)                      New Rate: \$45,252</p>	
<p><b>Rationale:</b> The duties and responsibilities of this position have evolved so that the focus of the position, network administration, is more similar to that of the Network Analyst-Assistant classification.</p>	
<p><b>History of Position:</b> Position was created in 2000 at the current title and pay range</p>	

**Action Required:**

No action required.

**Background:**

The Department of Employee Relations received a letter dated December 10, 2005 from Randolph Gschwind, Chief Information Officer, Department of Administration – Information and Technology Management Division (ITMD), regarding a title change for four positions and a reclassification for one position in the Division. This report only refers to the proposed reclassification. The title changes were reported on previously in a report dated March 1, 2005. Discussions were held with the incumbent; the immediate supervisor, Pao Vang, Network Systems Integrator; Randolph Guyer, Information Systems Manager; and Gary Langhoff, Policy and Administration Manager.

**Duties and Responsibilities:**

Based on the Job Analysis Questionnaire submitted by the department the basic function of this position is to provide user support, administer the network, lead or assist in network projects, and coordinate network support logs. The duties and responsibilities are as follows:

- 50% **Network Administration** – add/delete users; load new software applications; perform system upgrades, daily administration and problem resolution; assist staff and users with problems relating to hardware and software; assist with planning for software and hardware upgrade and the general execution of desktop roll outs; maintain and update the inventory list of the computer equipment; perform antivirus administration; create server and desktop images for disaster recovery and workstation deployments; and work with wireless configuration and administration.
- 10% **Administration for Backup Exec Software** – export, import and erase tapes weekly for weekend back-up; ensure that tapes are cataloged and sent off site for safekeeping; restore jobs when requested; update backup report with weekly backup information; and be responsible for network backup integrity and recovery.
- 10% **Mainframe Support** - each morning check off all jobs on the Computer Room Schedule that ran successfully, print List Que twice, offload print List Que to tape, and delete when done.
- 20% **Helpdesk** – provide technical assistance, support and advice to customers and other users; interpret problems and provide technical support for hardware, software and systems; research questions using a variety of manuals and resources; initiate actions to correct system problems and/or escalate problems to the appropriate person or group for resolution; generate and send City-wide notifications including Microsoft updates, anti-virus warnings and other critical messages; provide reports, diagrams, documents, etc. as requested; provide backup support for MINT, assist with City Management System (CMS) web pages when needed, follow up open logs in Trackit, answer front desk phones when needed, and install and replace equipment.
- 10% **Ad hoc Problem Solving** – Diagnose issues from customer's information, perform hardware and software diagnostics; plan and finish problem resolution to the point of restoring lost service, and work as part of a team to resolve system wide issues.

The requirements for this position include two years of experience in local and/or wide area network installation, maintenance, repair, and related technical and software functions and concerns that include experience with Novell and/or Microsoft NT networks; an Associate's Degree in Information Management, Computer Science, Mathematics, Business Administration or closely related field; and certification as a CAN (Certified Novell Administrator) or MSCE (Microsoft Certified Systems Administrator) is desirable. Equivalent combinations of education and experience may be considered.

#### **Changes:**

Changes in the position include a change in focus from tracking and resolving problems from the Helpdesk log to network administration. Other changes include involvement in backup administration which requires a knowledge of tape rotation and an understanding of backup Exec software including how it works, how to restore requested jobs, and how to erase, import and export backup tapes. The position is now responsible for ensuring that tapes are catalogued before being sent off site on a weekly basis which requires a working knowledge of how to setup and install backup Exec software. In addition, this position now assists the Operations Section by doing the morning checklist, printing the needed list from nightly jobs, and saving jobs to the backup offload. The position is also more involved with installing software on servers, server maintenance, and ensuring that servers are kept current with Microsoft updates and patches; and establishing time estimates, adding resources and seeing a problem through to resolution. This position is also on call every five weeks which requires problem analysis and resolution over the phone and may involve setting priorities.

**Analysis:**

The duties and responsibilities of this position have evolved so that they are more similar to the requested title of Network Analyst – Assistant. Previously, the basic function of this position as an Information Technology Specialist was to provide first line support of City Care Helpdesk coverage, log tracking, and problem resolution; and to be a part of the customer service order work force. The position spent 55% of the time on tracking and resolving problems from the Helpdesk logs which included detailed problem solving, and creating procedures/scripts and documentation of problem resolutions, 25% of the time participating in customer service projects, 5% of the time on hardware setup and repair and 15% on other duties. The basic function of the position now is to provide user support, administer the network, assist in network projects, lead projects and coordinate network support logs. The position now spends 50% of the time on network administration, 20% of the time on Helpdesk duties and 30% of the time on other duties. The Network Analyst series includes positions that are responsible for installing and maintaining Citywide computer networks and providing technical support to computer users throughout City Government. Although there is some overlap of duties and responsibilities of these two classifications the focus of the position is more consistent with that of a Network Analyst- Assistant. The department compares this position to another Network Analyst – Assistant position in the work group. The supervisor has indicated that comparable assignments are given to these two positions and he considers them at the same level.

Based on the changes to this position and the increase in responsibility for network administration we recommend that this position be reclassified to Network Analyst – Assistant in Pay Range 596.

**Recommendation:**

Based on the above analysis, we recommend that this position of Information Technology Specialist in Pay Range 532 be reclassified to Network Analyst-Assistant in Pay Range 596.

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

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

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: April 26, 2005

Incumbent: Sally Mc Attee

Department: Employee Relations

Present	Request
Title: Employment Manager	Title: Human Resources Manager
Salary Grade: 011 (\$65,041-\$91,054)	Salary Grade: 012 (\$69,312-\$97,036)
Step: 12 (\$91,054)	Source: Department
<p><b>Recommendation:</b></p> <p>Title: Human Resources Manager            Salary: Salary Grade 012 (\$69,312-\$97,036)            New Rate: Step 12 (\$97,036)</p>	
<p><b>Rationale:</b> This study recommends restoring the classification of Human Resources Manager in Salary Grade 12 for the position responsible for Citywide recruiting, job analysis, test development validation and examination processes for all general city departments, positions in the classified service at the Milwaukee Public Schools, and sworn and civilian positions within the Fire and Police departments.</p>	

**Action Required:**

In the Positions Ordinance, under Department of Employee Relations – Operations Division, Staffing Services Section, delete one position of “Employment Manager” and add one position of “Human Resources Manager.”

**Position Summary**

The basic function of this position is to manage the staff and processes associated with providing a highly qualified and representative workforce for City departments, including Fire and Police, and for classified positions at the Milwaukee Public Schools. Duties, responsibilities and requirements include:

- 50% Staffing. Responsible for managing the selection and testing process that includes:
  - Conducting job analysis studies according to professional standards
  - Developing fair, job-related tests for the selection of employees according to professional testing standards, legal requirements and court cases
  - Administering and scoring tests in a fair, accurate and efficient manner
  - Monitoring efforts to eliminate adverse impact in the selection process and advocate and encourage diversity and equal employment opportunity.

- 20% Recruitment.
- Responsible for planning and implementing recruitment strategies designed to attract a well-qualified, diverse pool of applicants for City positions.
- 30% Management. Responsible for the operation of staffing functions that includes:
- Advising City departments on staffing options
  - Research and analysis
  - Assigning and scheduling workflow
  - Training and development of staff
  - Budgeting and reporting
  - Representing Employee Relations at Common Council Committee, City Service Commission and Fire and Police Commission meetings on staffing related matters
  - Proposing changes to policies, rules or laws
  - Providing advice and guidance to the City Attorney's Office on issues related to professional testing standards
  - Serving as a member of the department's management team

The position requires a Masters Degree in Industrial or Educational Psychology and five years of professional and supervisory experience in employee selection.

#### **Reorganizations and Other Changes to the Staffing Function:**

The merger of Employee Relations with the Fire and Police Commission in 2003 and budget reductions within the Staffing Division have created an inequity in relation to the position under study. Prior to 2004, a position of Human Resources Manager (SG 012) was responsible for managing the staffing functions for general City of Milwaukee departments as well as for classified positions at the Milwaukee Public Schools. This included managing all aspects of recruitment, job analysis, test development and conducting examinations under the rules of the City Service Commission.

This position was eliminated in 2004 and the Employment Manager position, as currently authorized in SG 011, is performing all the functions previously performed by the Human Resources Manager position. In addition, since January of 2005, the position has also taken on the responsibility for overseeing and directing all staffing and testing activities associated with the Police and Fire Departments under the rules of the Fire and Police Commission.

#### **Analysis:**

A review of the current duties and responsibilities of the Employment Manager (SG 011) reveals that the position is functioning at the same level and scope of responsibility as that of the Human Resources Manager (SG 012), which had responsibility for the staffing function for general city departments, and classified positions at the Milwaukee Public Schools prior to 2004. The merger with the Fire and Police Commission has served to further broaden and enhance the staffing responsibilities of this position. The framework of the testing process for Police and Fire department positions is very complex due to the impact of past court orders and ongoing litigation. Reclassifying the position to Human Resources Manager in Salary Grade 012 is appropriate considering that the position is functioning at the same level of duties and responsibilities and with an increase in the complexity of the staffing function.

An assessment of this position according to the job evaluation factors is as follows:


<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	11	182
Knowledge and Skills	12	213
Relationships Responsibility	11	97
Working Conditions	1	<u>05</u>
		497

Salary Grade 012: (466-534)

### Recommendation

Based on the above analysis, we recommend the reclassification of Employment Manager in Salary Grade 011 to Human Resources Manager in Salary Grade 012.

Prepared by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Director

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: April 26, 2005

Incumbents: New Position

Department: Health Development

Present	Request
Title: Not Applicable	Title: Home Environmental Health Project Coordinator
Salary: Not Applicable	Salary: Salary Grade 005 (\$44,349 - \$62,092)
Step: Not Applicable	Source: Department
<b>Recommendation:</b> Title: Lead Project Coordinator (LDG) Salary: Salary Grade 005 (\$44,349 - \$62,092) New Rate: Not Applicable	
<b>Rationale:</b> The duties and responsibilities of this new grant funded position are similar to another Lead Project Coordinator position in Salary Grade 005 that also reports to the Lead Hazard Prevention Manager. We recommend the title of Lead Project Coordinator (LDG) to reflect the Lead Demonstration Grant (LDG) under which this position will be working.	
<b>History of Positions:</b> This is a new grant funded position.	

**Action Required** (Effective Pay Period 10, 2005 – April 24, 2005):

In the Salary Ordinance, under Salary Grade 005, add the title of "Lead Project Coordinator (LDG)".

In the Positions Ordinance, under Health Department, Home Environmental Health Division, Lead Demonstration Grant, add one position of "Lead Project Coordinator (LDG) (X) (NN)" and delete one position of "Lead Project Coordinator (X) (NN)".

**Background:**

The Department of Employee Relations (DER) received a letter, dated February 18, 2005, from the Commissioner of Health, requesting the classification study of a new position in the Home Environmental Health Division. Discussions were held with the supervisor of the position, Richard Gaeta, Lead Hazard Prevention Manager; Amy Murphy, Home Environmental Health Manager; and Michelle Stein, Health Personnel Officer.

**Duties and Responsibilities:**

The basic function of this position is to provide management and technical support for all grant funded lead hazard reduction processes, including the development and implementation of a maintenance plan for owners of multiple properties who are participating in the lead abatement program, assignment of contracts based on performance and compliance with field and office guidelines, facilitation of contractor payments, estimation of costs for scopes of work, and maintenance of multiple databases. The duties and responsibilities are as follows:



- 60% Project Management – Provide quality control at construction sites including the assessment of contractor efficiency and skill, inspectional adherence to protocol and client accountability for contractual obligations; work directly with multiple property owners, fifteen lead risk assessors and 20 or more contractors to assure quality work is completed expeditiously; oversee the development of lead abatement contractors to assure lead safe work practices; document contractor deficits and design and implement performance improvement plans; develop, prepare, monitor, and coordinate grant agreements, monthly progress reports, and quarterly and annual reports as required by funding agencies; assist in childhood lead poisoning prevention strategic planning process; and facilitate the contract process by the assignment and expedition of lead hazard reduction scopes of work to contractors based on established performance criteria.
- 25% Investigation and Evaluation – Conduct assessments of rental properties to evaluate how well owners have complied with maintenance standards; act as a liaison with WRTP (Wisconsin Regional Training Partnership – private organization that is providing training for contractors); evaluate effectiveness of lead hazard control standards with visual inspections and dust wipe sampling; investigate and provide training opportunities to lead abatement contractors and lead risk assessors on staff; provide quality control for project files and identify mechanisms to enhance risk assessor compliance; and assist in preparation for presentations to property owners.
- 10% Project Administration – Provide oversight and problem solving to various administrative systems including file maintenance, data management, and financing; serve as liaison to training agencies for the development of lead abatement contractors; serve on the City of Milwaukee's Childhood Lead Poisoning Elimination Committee; and participate in quarterly contractor meetings.
- 5% Other duties as assigned.

Based on the job description provided by the department the requirements for this position include a Bachelor's Degree in Construction Management, Architecture, Urban Planning or related field, three years of construction management experience within a residential rehabilitation housing agency, three years of program management experience, and state certification as a lead risk assessor. Equivalent combinations of education and experience may also be considered.

**Analysis:**

The duties and responsibilities of this new position were compared to other management positions in Salary Grades 004 and 005 in the department. The positions in Salary Grade 005 serve as the point person for a specific project with broad responsibilities and in some cases have supervisory responsibilities. For example the basic function of Lead Project Coordinator (CDBG) in Salary Grade 005 is to facilitate compliance with HUD lead-based paint regulations for housing receiving federal assistance. This is achieved through policy development and refinement, program coordination, technical assistance and training, and leadership and oversight for planning, implementation, and evaluation of strategies that integrate lead safe housing standards and work practices with the City of Milwaukee CDBG housing program. Duties include assigning duties, outlining methods, directing work in progress and inspecting and approving completed work for three Lead Risk Assessors.

The basic function of the Injury and Violence Prevention Program Manager in Salary Grade 005 is to be responsible for the overall management of the Violence and Injury Prevention Program, including grant monitoring, budgeting, reporting, interviewing, hiring and staff supervision, planning and development. This position serves as a coordinator for the Milwaukee Commission on Domestic Violence and Sexual Assault and supervises one position of Health Coordinator and one position of Public Health Educator II.

Positions in Salary Grade 004 include the Health Project Coordinator (FIMR). The basic function of this position is to work with the Milwaukee Fetal Infant Mortality Review Project and be responsible for managing a prevention initiative aimed at developing a community based capacity to reduce infant mortality. Duties include the development of a database, performing infant and fetal death review, analyzing community birth and death data, providing technical assistance and training to community groups, fostering collaborative relationships with community agencies, facilitating the design of community-driven interventions aimed at behavior and systems change, and coordinating community based education and outreach activities. The position does not have any direct supervisory responsibility. The basic function of Health Project Coordinator (Meta House) is to coordinate and facilitate mental health and substance abuse services for African American women in targeted areas of the City. Duties include coordinating education, prevention, and intervention programs activities in the areas of economic self-sufficiency, drug free family environment, good mental health, tobacco and drug use reduction, and sound/legal personal decisions. This position is also responsible for contract compliance and grant monitoring activities with Meta House including site visits, outcomes measurement and monitoring, and fiscal oversight.

Similar to the Lead Project Assistant (CDBG) the position under study will have some supervisory responsibility such as directing work in progress of Lead Risk Assessors and overseeing the work of contractors. This position will be the point person for developing and implementing maintenance plans for multiple property owners and overseeing the training of the lead abatement contractors. Similar to the Lead Project Coordinator (CDBG) this position will be in the field and have oversight and evaluation responsibilities.

Based on the duties and responsibilities of this new position and a comparison to other management positions in the Health Department it is recommended that this position be placed in Salary Grade 005. For consistency with other Health Department positions and to reflect the Lead Demonstration Grant (LDG) under which this position will be working we recommend the title of Lead Project Coordinator (LDG). Based on our review the management job evaluation factors should be as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	5	79
Knowledge and Skills	5	68
Relationships Responsibility	5	32
Working Conditions	2	<u>7</u>
		186

Salary Grade 005 (175-200)

**Recommendation**

Based on the above analysis we recommend this new position be classified as Lead Project Coordinator (LDG) in Salary Grade 005.

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

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

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: April 26, 2005

Incumbents: A. Sara Schubert  
 B. Not Applicable  
 C. Not Applicable

Department: Health Department

Present	Request
Title: A. Health Project Coordinator (Lead) B. New Position C. New Position	Title: A. Community Health Programs Manager B. Home Environmental Health Project Coordinator C. Health Education Assistant
Salary: A. Salary Grade 004 (\$41,604 - \$58,245) B. New Position C. New Position	Salary: A. Salary Grade 007 (\$50,383 - \$70,532) B. Salary Grade 005 (\$44,349 - \$62,092) C. Pay Range 940 (\$35,110 - \$38,542)
Step: A. Step 12 (\$58,245) B. Not Applicable C. Not Applicable	Source: Department
<p><b>Recommendation:</b></p> <p>A. Title: Community Lead Program Manager                      Salary: Salary Grade 006 (47,264 - \$66,176)                      New Rate: \$60,364</p> <p>B. Title: Health Project Coordinator (Lead)                      Salary: Salary Grade 004 (\$41,604 - \$58,245)                      New Rate: Not Applicable</p> <p>C. Title: Lead Education Assistant                      Salary: Pay Range 503 (\$30,397 - \$36,304)                      New Rate: Not Applicable</p>	
<p><b>Rationale:</b> All three positions are grant funded. A. The duties and responsibilities of this position have grown with the expanding lead poisoning prevention program. With a new grant this position will be supervising two new positions plus overseeing the mentoring of five additional positions in community organizations. Further this position is now more involved with grant writing, strategic planning and program wide reports. This position is not as strong as some other positions in the requested level of Salary Grade 007 and so we recommend Salary Grade 006. We also recommend the title of Community Lead Program Manager to better reflect the specific area in which this position is working. B. The duties and responsibilities of this new position are similar to other Health Project Coordinator positions in the Health Department and the designation "lead" reflects the specific area in which this position is working. C. The duties, responsibilities, and requirements of this new position are consistent with other paraprofessional positions in the City, specifically the Dietetic Technicians in Pay Range 503. We recommend the title of Lead Education Assistant to distinguish these positions from other Health Education Assistants and to reflect the specific focus on lead education.</p>	
<p><b>History of Positions:</b> A. The grant funded position of Health Project Coordinator (Lead) was last studied in 1997 when it was created as a new position in Salary Grade 004. B. and C. are new grant funded positions.</p>	

**Action Required** (Effective Pay Period 10, 2005 – April 24, 2005):

In the 2005 Salary Grade Ordinance, under Salary Grade 006, add the title of "Community Lead Program Manager". Under Pay Range 503, add the title of "Lead Education Assistant".

In the 2005 Positions Ordinance, under Health Department, Home Environmental Health Division, Lead Based Paint Hazard Control Grant (GGG), add one position of "Community Lead Program Manager (X) (GGG)" and delete one position of "Health Project Coordinator Lead (X) (GGG)". Under the Lead Outreach Grant (EEE) add one position of "Health Project Coordinator (Lead) (X) (EEE)" and one position "Lead Education Assistant (X) (EEE)" and delete one position of "Health Project Coordinator Lead (X) (EEE)" and one position of Health Education Assistant (X) (EEE)".

**Background:**

The Department of Employee Relations (DER) received a letter, dated April 12, 2004, from the Commissioner of Health, requesting a reclassification study of the position of Health Project Coordinator (Lead) in the Home Environmental Health Division. A questionnaire was sent to the incumbent. Later, DER received a second letter, dated January 12, 2005, from the Commissioner of Health, with the completed questionnaire attached and a request to classify two new positions. All three positions are grant funded and will be working with the Healthy Housing Advocacy and Screening Project under the Housing and Urban Development (HUD) Lead Outreach Grant Program. Discussions were held with the incumbent of the Health Project Coordinator (Lead) position who will supervise the two new positions, Amy Murphy, Home Environmental Health Division Manager, and Michelle Stein, Health Personnel Officer.

<b>A. Current:</b>	<b>Health Project Coordinator (Lead)</b>	<b>SG 004</b>
<b>Request:</b>	<b>Community Health Programs Manager</b>	<b>SG 007</b>
<b>Recommended:</b>	<b>Community Lead Program Manager</b>	<b>SG 006</b>

Based on the job analysis questionnaire the basic function of this position is to improve community health outcomes by providing leadership for healthy and habitable housing. This is achieved through individual behavior change, community leadership development with residents and neighborhood-based strategic planning efforts. The duties and responsibilities include the following:

25% Community Program Development and Leadership Obtain resources and facilitate positive Health Department/community interactions to support community-defined priorities for healthy housing; identify, recruit, develop and support community-based organizational partners for specific community education and leadership projects; develop and maintain relationships with community-based organizations' Board of Directors, Executive Directors, organizers and organizational leaders to assure smooth integration of community and Health Department efforts; develop individualized contracts with project-related scopes of work, outcome measures and reporting formats; and provide support for training of resident leaders and implementation of community projects.

30% Management and Administration Develop and maintain nine contracts with community-based organizations to conduct health/housing organizing to eradicate home environmental health illnesses in children; monitor budgets, review activity reports, and approve payments; prepare grant applications and support partnerships for additional grant-writing opportunities to broaden community leadership initiatives; guide strategic planning under the supervision of the Division Manager; prepare Division reports, presentations, briefings and updates; coordinate multidisciplinary team interaction and communication; and interact with other City Government units, elected officials, state and federal agencies and state/national policy makers as needed.

25% Supervision and Mentorship Supervise a Public Health Educator II plus two new positions of Health Project Coordinator and Health Education Assistant; train, mentor, and guide six community organizers in specific community-based education and leadership projects; provide

oversight and guidance for three housing advocates in specific community-based health housing advocacy and screening efforts; conduct individual meetings with each staff person and community partner on a regular basis to assess training and support needs; provide technical assistance and feedback for staff development; and lend insight into project planning.

20% Community Health Education and Outreach Provide leadership for strategic development and implementation of Division initiatives and assure efforts are integrated with Division outcomes; identify opportunities for education, awareness and service delivery through establishing relationships with community partners and supporting collaborative initiatives; assess educational needs within target communities, broker other support and city resources to assure needs are met; and assure effectiveness and value of educational materials and projects through facilitating community input, review and formal evaluation.

Based on the job description provided by the department the requirements for this position include a Master's Degree in Health Education, Public Health, Urban Studies, Community Organizing, Social Work, Human Services, Management or related field and five years of experience in public health, community development, community organizing, nonprofit management or closely related field. Equivalent combinations of education and experience may also be considered.

**Changes in the Position:**

The scope of responsibility for this position has increased from managing and coordinating one community project, Community Capacity Project, to four project areas which include Healthy Housing Advocacy, Asthma Organizing and the LEAP Health Housing Project. The number of contracts with community organizations that this position is responsible for has also increased from four to nine. In addition, this position is now responsible for grant writing and submission of quarterly progress reports for Housing and Urban Development (HUD), Center for Disease Control (CDC), and FAM Allies. In this capacity, the incumbent has filled in for the Division Manager for specific projects and issues and has done grant writing, strategic planning, and program wide reports. The position is now responsible for planning, implementing and managing a new \$500,000 grant. This position will now directly supervise three positions instead of one and have responsibility for mentoring six community organizers instead of four plus three Housing Advocates.

**Analysis:**

The scope of responsibility for this position has grown dramatically. The \$500,000 grant from HUD will help finance the two new positions plus the Community Organizers and Housing Advocates. To determine the appropriate level of this position we reviewed the duties and responsibilities of other managers in the division and elsewhere in the Health Department.

Supervising Public Health Nurse in Salary Grade 007 – The basic function of this position is to provide program/service development, direction, guidance, monitoring, coordination and evaluation. This includes providing training, supervision, and consultation to Public Health Nurses, Clinic Assistants, Office Support and other staff. Responsibilities also include community-wide consultation and collaboration and an advisory responsibility to Public Health Managers. The Supervising Public Health Nurse position that is also located in the Home Environmental Health Division supervises three management positions, five Public Health Nurses, three Health Service Assistants and three office support positions.

Lead Hazard Prevention Manager in Salary Grade 007 – The basic function of this position is to provide program management and supervision to three managers and two office support employees. This position has overall responsibility for 21 positions including 13 Lead Risk Assessor positions. Duties and responsibilities include developing and overseeing all policies and interventions related to lead hazard reduction activities in low-income properties; developing and implementing all research and evaluation related to effective and efficient housing interventions; providing guidance and oversight of the database infrastructure and data collection systems so that reliable information is

available for policy-making application with the Lead program; and providing leadership to other city housing agencies related to childhood lead poisoning prevention policies and services.

School Health Manager in Salary Grade 007 – The basic function of this position is to coordinate all system-wide and school-based services provided to Milwaukee Public Schools as well as private, parochial, charter, and choice schools and serve as the primary contact for services provided to the school age population in Milwaukee. The position monitors health indicators of young children and adolescents and collaborates with community partners to develop and implement appropriate interventions to improve health outcomes. Duties and responsibilities include planning and coordinating system-wide public health functions in Milwaukee schools to assure a health school population; overseeing and coordinating with the Maternal and Child Health Manager all school based nursing services; and representing the Health Department in community efforts related to improvement of health in the school-aged population.

WIC Program Manager in Salary Grade 007 – The basic function of this position is to manage the Women, Infants, and Children Supplemental Nutrition Program. Duties and responsibilities include managing a staff of 18 professional, paraprofessional, technical and office support personnel located in three WIC Clinics; preparing and managing a large budget; developing, implementing, and evaluating program policies and procedures, and monitoring compliance with State and Federal regulations and policies.

Environmental Health Field Supervisor in Salary Grade 006 – The basic function of this position is to supervise, train, and coordinate both inspection and technical staff assigned to the Childhood Lead Poisoning Prevention Program (CLPPP). This involves directly supervising 13 positions of Lead Risk Assessor, one Environmental Hygienist and one Office Assistant. Other duties and responsibilities include providing strategic leadership for environmental interventions that result in timely and effective services to lead poisoned children and their families; overseeing and refining data collection protocols; and developing and promoting educational opportunities for staff and clients.

Environmental Health Supervisor in Salary Grade 006 – The basic function of these positions located in the Consumer Environmental Health Division is to supervise the work of six to eight Environmental Health Specialists who perform inspections and enforcement activities for food handling and processing facilities and weighing and measuring devices. The duties and responsibilities include monitoring the accuracy and appropriateness of orders, legal actions, and other records by staff before further action is taken; planning and coordinating the enforcement of fire inspection codes and the city's convenience store safety ordinance; and conducting training programs for staff. The work is sensitive in nature and often controversial.

As indicated above the duties and responsibilities of this position have expanded so that a higher level classification is warranted. A comparison to other Salary Grade 007 positions indicates, however, that they have broader program and/or stronger supervisory responsibilities. The position under study will be supervising three positions and have responsibility for mentoring nine other positions that are employees of community organizations. These mentoring duties will be shared, however, with the new management position which is being recommended in this report to be classified as Health Project Coordinator (Lead). A specific review of the other two Salary Grade 007 management positions in the Division, Supervising Public Health Nurse and Lead Hazard Prevention Manager, indicates that they have more extensive supervisory and program responsibilities than the position under study. The School Health Manager in Salary Grade 007 does not have direct supervisory responsibility but does have responsibility for the much broader program of health for school age children.

The position under study has some new grant writing duties but assisting with this function was part of the original position. In the past, other positions at Salary Grade 004 have also had grant writing responsibilities. Similarly, the fact that the position has become more involved with strategic

planning and preparing program wide reports suggests that the duties and responsibilities of the position have expanded but not necessarily to the level of Salary Grade 007. The Environmental Health Field Supervisor in Salary Grade 006 does not have the grant writing responsibilities that the position under study does but it does provide strategic leadership for environmental intervention and supervises 15 employees. Both positions must work through others to achieve the goals of the Division. The Environmental Health Supervisors in Salary Grade 006 are located in the Consumer Environmental Health Division and supervise six to eight employees doing work that is difficult and may result in orders or legal actions. They also must closely monitor the work of others to ensure the objectives of the Department are being met.

Based on the changes noted above and a comparison to other management positions in the Health Department it is recommended that this position be placed in Salary Grade 006

The requested title of Community Health Programs Manager is too general in nature. We recommend instead the more specific title of Community Lead Program Manager which reflects the specific area of lead poisoning prevention and the position's emphasis on working through the community to achieve the Division's objectives.

Based on our review the management job evaluation factors should be as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	6	91
Knowledge and Skills	6	80
Relationships Responsibility	6	38
Working Conditions	2	<u>7</u>
		216

Salary Grade 006 (201-230)

**Recommendation:**

Based on the above analysis we recommend the position of Health Project Coordinator (Lead) in Salary Grade 004 be reclassified to Community Lead Program Manager in Salary Grade 006.

<b>B. Current:</b>	<b>New Position</b>	
<b>Request:</b>	<b>Home Environmental Health Project Coordinator</b>	<b>SG 005</b>
<b>Recommended:</b>	<b>Health Project Coordinator (Lead)</b>	<b>SG 004</b>

The basic function of this position is to be responsible for day-to-day coordination of activities that create lead-safe and habitable housing through Housing Advocacy and Community Organizing. This includes working towards sustaining community capacity for childhood lead poisoning prevention through coordinating community-based education, outreach, screening and advocacy efforts through the Lead Outreach Grant. This position also provides training and technical assistance, fosters collaborative relationships, and facilitates implementation of community-designed and community-driven health interventions aimed at both behavior and systems change.

25% Coordinate the implementation and evaluation of a community-based Housing Advocacy project in collaboration with local community-based agencies. This includes working with community-based organizations, Health Department managers and field staff, and representatives from the United States Department of Housing and Urban Development.

20% Under the direction of the Community Health Programs Manager provide day-to-day guidance and support to two community-based Housing Advocates and one Health Education Assistant.

20% Provide ongoing technical assistance to community-based agencies and community leaders to achieve lead poisoning prevention objectives through the creation of lead-safe and habitable housing. This may include training and mentorship, supporting local needs assessment and neighborhood strategic planning activities, assisting in grant writing and other resource development efforts, and facilitating grassroots program planning and evaluation.

15% Gather data, monitor project activities, evaluate efforts and document outcomes.

15% Support resident-driven projects and activities by developing and presenting neighborhood-specific information, participating in resident-driven initiatives, and integrating community-based efforts with the Milwaukee Health Department and other City resources to advance the long-term availability of lead-safe and habitable housing.

5% Perform other duties as assigned.

Based on the job description provided by the department the requirements for this position include a Bachelor's Degree in Health Education, Public Health, Urban Studies, Community Organizing or related field and three years of experience in coordination of public health or community programs. Equivalent combinations of education and experience may also be considered.

**Analysis:**

The duties and responsibilities of this new position were compared to other management positions in Salary Grade 004 and 005 in the department. The positions in Salary Grade 005 serve as the point person for a specific project with broad responsibilities and in some cases have supervisory responsibilities. For example the basic function of Lead Project Coordinator (CDBG) in Salary Grade 005 is to facilitate compliance with HUD lead-based paint regulations for housing receiving federal assistance. This is achieved through policy development and refinement, program coordination, technical assistance and training, and leadership and oversight for planning, implementation, and evaluation of strategies that integrate lead safe housing standards and work practices with the City of Milwaukee CDBG housing program. Duties include assigning duties, outlining methods, directing work in progress and inspecting and approving completed work for three Lead Risk Assessors.

The basic function of the Injury and Violence Prevention Program Manager in Salary Grade 005 is to be responsible for the overall management of the Violence and Injury Prevention Program, including grant monitoring, budgeting, reporting, interviewing, hiring and staff supervision, planning and development. This position serves as a coordinator for the Milwaukee Commission on Domestic Violence and Sexual Assault and supervises one position of Health Coordinator and one position of Public Health Educator II.

Positions in Salary Grade 004 include the Health Project Coordinator (FIMR). The basic function of this position is to work with the Milwaukee Fetal Infant Mortality Review Project and be responsible for managing a prevention initiative aimed at developing a community based capacity to reduce infant mortality. Duties include the development of a database, performing infant and fetal death review, analyzing community birth and death data, providing technical assistance and training to community groups, foster collaborative relationships with community agencies, facilitating the design of community-driven interventions aimed at behavior and systems change, and coordinating community based education and outreach activities. The position does not have any direct supervisory responsibility. The basic function of Health Project Coordinator (Meta House) is to coordinate and facilitate mental health and substance abuse services for African American women in targeted areas of the City. Duties include coordinating education, prevention, and intervention programs activities in the areas of economic self-sufficiency, drug free family environment, good mental health, tobacco and drug use reduction, and sound /legal personal decisions. This position is



also responsible for contract compliance and grant monitoring activities with Meta House including site visits, outcomes measurement and monitoring, and fiscal oversight.

The position under study does not have direct supervision of any positions but will provide indirect supervision and guidance to two Healthy Housing Advocates and one Health Education Assistant. The position will not be the point person for this project since it will be working closely and assisting the position recommended to be the Community Lead Program Manager in Salary Grade 006. Similar to the Salary Grade 004 positions this position will provide assistance and training to community groups, foster collaborative relationships with community agencies, and be responsible for contract compliance and grant monitoring including outcomes measurement and monitoring and fiscal oversight.

Based on the duties and responsibilities of this new position and a comparison to other management positions in the Health Department it is recommended that this position be placed in Salary Grade 004. For consistency with other Health Department positions we recommend the title of Health Project Coordinator (Lead) which will reflect the nature of the work plus the specific area in which it will be working.

Based on our review the management job evaluation factors should be as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	4	68
Knowledge and Skills	4	57
Relationships Responsibility	5	32
Working Conditions	2	<u>7</u>
		154

Salary Grade 004 (152-174)

**Recommendation:**

Based on the above we recommend this new position be classified as Health Project Assistant (Lead) in Salary Grade 004.

<b>C. Current:</b>	<b>New Position</b>	
<b>Request:</b>	<b>Health Education Assistant</b>	<b>PR 940</b>
<b>Recommended:</b>	<b>Lead Education Assistant</b>	<b>PR 503</b>

The basic function of this position is to provide in-home education and blood lead testing to families with small children identified within the Lead Program Primary Target Area and to work in cooperation with the Healthy Housing Advocates in the Healthy Housing Advocacy and Screening Project. The duties and responsibilities are as follows:

75% Support the Healthy Housing Advocacy and Screening Project by conducting home visits where families with small children reside based upon referrals; conducting in-home education sessions regarding lead poisoning prevention; assisting families in identifying and reducing immediate lead hazards; assessing children's blood lead testing status; providing fingerstick lead testing on-site as needed; and maintaining files and project related data.

15% Assist the Home Environmental Health Project Coordinator in organizing, facilitating and conducting community lead screening and education activities by logging, tracking and reporting lead testing activities, analyzing data, describing outcomes and developing recommendations for future activities, and developing relationships with community partners to plan, conduct and evaluate unique community screening activities.

10% Perform other duties as assigned.

The requirements for this position include two years of college course work in Health Education, Social work, Public Health, Urban Studies, Community Organizing or related field and two years of experience in community outreach, human services, health care service or related field. Equivalent combinations of education and experience may also be considered. The position also requires an ability to communicate regarding health education to individuals and groups diverse in age, race and socio-economic status, solicit cooperation and involvement of community members in blood lead testing and education programs, carry out duties independently, plan and prioritize work, write reports and letters, and build and maintain good working relationships with a multi-cultural and multi-disciplinary staff.

**Analysis:**

The duties and responsibilities of this new position were compared with other positions in the City. The basic function of the Health Services Assistant II positions in Pay Range 425 is to assist Public Health Nurses in designated case management activities, participate in collection of data for research projects and conduct community education and outreach activities in connection with childhood lead poisoning prevention efforts. Specific duties include conducting home visits, drawing blood and administering the DENVER II Child Development Screening Test; assessing needs and making referrals to community agencies as appropriate; providing clients with information about health issues; participating in health fairs; creating and opening client records; performing data entry; and maintaining detailed notes about their activities. The requirements include one year of experience in the similar areas of client services in a health, human services or community outreach setting.

The duties of both of these classifications include outreach to the community, home visits including blood tests, training and education, and administrative work to support a Public Health Nurse or manager. The position under study, however, will also be responsible for analyzing data, describing outcomes, developing recommendations for future activities, and developing relationships with community partners to plan, conduct and evaluate unique community screening activities. In addition, this position will work more independently of Health Department staff but will have responsibility to work in cooperation with two Healthy Housing Advocate positions that will be located within two community organizations.

The duties, responsibilities and requirements of this position suggest that it is more comparable to other paraprofessional positions. For example, the Dietetic Technicians in Pay Range 503 provide, under the direction of the Program Coordinator, nutritional assessments and makes determinations of program eligibility for clients in the Women, Infants and Children Supplemental Nutrition Program (WIC). Duties include performing intake/registration, anthropometric measurement, and hemoglobin test; nutrition assessment and counseling; conducting group and individual secondary nutrition education; and assisting Nutritionists with developing nutrition education classes and programs. The requirements include an American Dietetic Association (ADA) certified Dietetic Technician Degree and registration, or eligibility to register at time of hire, with the American Dietetic Association as a Dietetic Technician; or a Bachelor's Degree in nutritional sciences, dietetics or related field. Similar to the positions under study they also work closely with the public and will be providing education on a specific topic to individuals and groups. The level of education required is also similar. The requested pay range 940 is more typically used for part time or intermittent positions whereas many of our paraprofessional classifications are in the 500 series. We recommend Pay Range 503 since the duties, responsibilities and requirements are similar in level to those of the Dietetic Technician classification.

The requested title of Health Education Assistant is currently in Pay Range 940. We recommend the new title of Lead Education Assistant to differentiate the position and to reflect the position's focus on lead education.

April 26, 2005

**Recommendation:**

Based on the above analysis it is recommended that this new position be classified as Lead Education Assistant in Pay Range 503.

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