



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

October 7, 2013

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

Dear Committee Members: Re: Common Council File Number **130728**

The following classification and pay recommendations will be submitted to the City Service Commission on **October 8, 2013**. We recommend these changes subject to approval by the City Service Commission.

In the Common Council – City Clerks Office, one new position is recommended for classification as Staff Assistant, PR 2GX.

In the Health Department, 24 positions are recommended for classification and pay recommendations for various positions in the Consumer Environmental Health Division.

The following classification and pay recommendations were approved by the City Service Commission on **September 24, 2013**.

In the Department of City Development, one new position was recommended for classification as Program Assistant I, PR 5EN.

In the Employees' Retirement System, one position of Pension Accounting Specialist, PR 2GX was recommended for reclassification to Pension Accounting Manager, PR 1EX.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw
Attachments: 4 Job Evaluation Reports
2 Fiscal Notes

C: Mark Nicolini, James Carroll, Deborah Ford, Nicole Fleck, James Owczarski, Rebecca Grill, Bevan Baker, Joe'Mar Hooper, Yvette Rowe, Barbara Henry, Angela Hagy, Richard Marcoux, Martha Brown, Judy Allen, Jerry Allen, Beth Conradson Cleary, and Melody Johnson



JOB EVALUATION REPORT

City Service Commission Meeting Date: October 8, 2013

COMMON COUNCIL—CITY CLERK

Current	Request	Recommendation
New Position	Staff Assistant PR 2GX (\$50,959 - \$71,349)	Staff Assistant PR 2GX (\$50,959 - \$71,349)

Background

The Department of Employee Relations has received a request from City Clerk Jim Owczarski to classify a new position of Staff Assistant. Over the past several years the City Clerk's Council Records Section has been assigned the responsibility of staffing additional task forces and boards. The additional responsibilities have reached a point where an additional staff assistant position is needed. This additional position would also be assigned the responsibilities of scheduling, agenda creation and sending notices for the Licenses Committee.

This additional position is to be included in the 2014 budget. Until that time, the City Clerk has requested use of the Auxiliary Resource Program in Employee Relations through Pay Period 26, 2013 (December 21, 2013).

Duties and Responsibilities

The basic function of this position is to provide staff support to Common Council committees and other public bodies. Specific duties, responsibilities and requirements include:

- 35% Administer various committees of the Common Council as well as special meetings and subcommittees. Prepare agendas, minutes, and reports including scheduling, agenda creation and notice requirement for the Licenses Committee. Act as committee parliamentarian.
- 40% Primary responsibility for maintenance of Common Council files during legislative cycle. Review files for all necessary inclusions. Refer files for additional technical, fiscal or legal information. Review files and brief committee members.
- 5% Provide continuity of operations spanning Common Council items. Responsible for processing yearly board member reimbursements
- 5% Other duties including Statements of Economic Interest/Appeals to Administrative Review Appeals Board
- 15% Act as informational liaison for committee with departments and the public. Supervise preparation and distribution of hearing notices. Schedule and arrange viewing trips, meetings, and conferences. Provision of certifications.

The position requires a Bachelor's Degree in political science, public administration or related field. Knowledge of the processes of the Milwaukee Common Council is preferred.

Analysis and Recommendation

There are currently three positions of Staff Assistant within the Common Council Records Section. This new position is to be assigned the same duties and responsibilities as these current positions. For this reason we recommend that this new position be classified as Staff Assistant in Pay Range 2GX.

Prepared by:



Andrea Knickerbocker, Human Resources Manager

Reviewed by:



Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 8, 2013

The Health Department's Division of Consumer Environmental Health is undergoing a reorganization of its work processes and reporting relationships to improve the effectiveness of its operations. This report recommends a number of changes needed to formalize these changes. It recommends the reclassification of five positions to different titles and pay levels and the establishment of a new career ladder and pay system for Environmental Health Specialists.

HEALTH DEPARTMENT

Current	Request	Recommendation
Infectious Disease Epidemiologist PR 1GX (\$65,777 - \$92,089)	Consumer Environmental Health Division Director PR 1IX (\$74,731 - \$104,623)	Consumer Environmental Health Division Director PR 1IX (\$74,731 - \$104,623)
Environmental Health Program Manager PR 1DX (\$54,322 - \$76,046) 1 position	Consumer Environmental Health Supervisor PR 1EX (\$57,884 - \$81,034) 2 positions	Consumer Environmental Health Supervisor PR 1DX (\$54,322 - \$76,046) 2 positions
Environmental Specialist Supervisor PR 1AX (\$44,857 - \$62,799) 1 position		
Environmental Health Coordinator PR 2DN (\$47,306 - \$58,907) 1 position	Consumer Environmental Health Coordinator PR 2HN (\$54,322 - \$76,046) 2 positions	Consumer Environmental Health Coordinator PR 2FN (\$47,803 - \$66,946) Recruitment at \$52,509 2 positions
Environmental Specialist Supervisor PR 1AX (\$44,857 - \$62,799) 1 position		
Environmental Health Specialist II* PR 3JN (\$44,567 - \$52,850) 19 positions	Environmental Health Specialist (\$44,857-\$62,708) 19 positions	Environmental Health Specialist PR 3LN (\$48,855 - \$58,510) Recruitment up to \$50,649 based on credentials 19 positions
Environmental Health Specialist I PR 3GN (\$42,118 - \$47,771) Underfill title		

*Note: Three positions are held by employees with the title of Lead Risk Assessor II in Pay Range 3JN.

Background

The mission of the Consumer Environmental Health Division is to help assure safe food handling practices in retail and wholesale establishments, minimize food-borne illnesses; educate business owners and members of the public about food safety and public health, and ensure the accuracy of weights and measures in retail establishments. The work of this Division is performed by City employees on behalf of the State of Wisconsin and the Division generates approximately 2.8M annually in fees. The department recently received a five-year \$350,000 grant from the U.S. Food and Drug Administration (FDA) to revise its policies, programs, and procedures to conform to current FDA standards. The Division employs 25 individuals, the majority of whom function as public health officers with the titles of Environmental Health Specialists I and II. These jobs require scientific knowledge in several areas and a significant amount of on-the-job training.

Several departments are responsible for the inspection and enforcement work associated with environmental and public health in the City. The Milwaukee Health Department and Department of Neighborhood Services have the most responsibility for public health and environmental programs. Following is a brief description of the areas for which they hold responsibility:

Health Department—Consumer Environmental Health Division

- Food inspections
- Food inspection reports
- Education and training related to safe food handling
- Investigation of food-borne illness complaints and outbreaks of food-borne illnesses and the recall of food within the community
- Inspection of tattoo and body piercing establishments

Health Division—Disease Control and Environmental Health Division

Home Environmental Health

- Lead Poisoning Prevention Program
- Asthma Control Program
- Injury prevention program

Communicable Disease and Emergency Preparedness

- Communicable disease surveillance and control
- Milwaukee County Communicable Disease Statistics (SurvNet)
- Immunization programs
- Communicable disease outbreak
- Natural disasters and extreme weather
- Pet and livestock owners' preparedness
- Terrorism and other public health emergencies

Community Environmental Health and Safety

- Air Quality
- Animal Health
- Hazardous/Toxic Materials
- Rabies Information
- Water quality

- Drinking water
- Recreational water
- West Nile Virus monitoring

Tuberculosis surveillance and control

- Tuberculosis clinic services
- Refugee health screening
- STD clinic services
- HIV counseling, testing, referral and partner notification services

Department of Neighborhood Service—Environmental Health Section

- Animal bites investigation and rabies control
- Animal fancier permits and kennels
- Animal grooming licenses and inspections
- Dry Cleaner Business licenses and inspections
- Laundromats licenses and inspections
- Massage establishment licenses and inspections
- Asbestos (questions and permits)
- Gasoline filling station licenses and inspections
- Hotel and motel license renewals
- Mobile homes and camp ground licenses and inspections
- Noise pollution
- Pesticide application licenses
- Pools (Swimming and wading) licenses and Inspections
- Swimming pools
- Tires (Removal) and waste tire disposal licenses

Department of Neighborhood Service—Nuisance Control Section

- Abandoned automobiles on private property
- Cars, boats, and trailers parked on lawn or unpaved areas
- Garbage in yards
- Junk vehicles in residential yards

In addition, the Department of Public Works has responsibility for maintaining vacant lots, which includes snow removal and control of weeds and grass, and responds to complaints regarding abandoned or junk vehicles on streets and cars parked in alleys or streets. The Milwaukee Police Department enforces ordinances related to noise, including barking dogs, disruptive neighbors, and loud parties.

On May 6, 2013, the Commissioner of Health, Bevan Baker, submitted a comprehensive proposal to reorganize and upgrade the operations of Consumer Environmental Health. A number of issues, including excessive turnover of inspectional employees, changes in the enforcement strategy related to food safety, heightened visibility of food-related issues in the media, and the need to adopt evidence-based practices recommended by the U.S. Food and Drug Administration's (FDA), created a need to make this area a separate division reporting more directly to the Commissioner. A critical part of this reorganization is a proposal to create a

more knowledgeable, accountable, and flexible workforce by creating a new career ladder and pay system for inspectional employees.

Discussions with Angie Hagy, interim Consumer and Environmental Health Division Director, indicated that the proposals associated with the reorganization were developed by the management team of the Consumer Environmental Health area, with Ms. Hagy as team leader. The documentation submitted by the Department in conjunction with the reorganization and specific proposals was exceedingly thorough and comprehensive in scope, including revised job descriptions, completed job analysis questionnaires, salary survey information, and a detailed explanation of how the proposed pay structure and system would be administered.

Current:	Environmental Health Specialist II PR 3JN (\$44,567 - \$52,850)
	Environmental Health Specialist I PR 3GN (\$42,118 - \$47,771)
	Lead Risk Assessor II PR 3JN (\$44,567 - \$52,850)
Recommendation:	Environmental Health Specialist PR 3LN (\$48,855 - \$58,510)

Environmental Health Specialists use environmental and public health control measures, through inspections, education, and legal enforcement, to protect human health, safety, and welfare in food safety, convenience store security, and tattoos and body piercings. They also protect consumers from fraudulent practices by certifying weighing and measuring devices. In addition, they investigate human health hazard complaints and food and waterborne illness. It should be noted that inspectional strategies have changed significantly for the staff during the recent past.

The minimum requirements for the job, as stated on the job announcement of September 6, 2011 are a bachelor's degree in environmental health, public health, physical or biological science or closely related field. An employee's progression from Environmental Health Specialist I to II requires passing a six-month probationary period, completing 24 months of successful work experience, and obtaining registration as an Environmental Health Specialist (Registered Sanitarian) with the State of Wisconsin.

In December of 2002, the minimum requirements for the job were increased from an associate's degree in environmental health, (or equivalent) to a bachelor's degree in environmental health or closely related area and a minimum of one college-level course in microbiology (or equivalent). The minimum requirement of a bachelor's degree in environmental health (or equivalent) has remained in place since that time. Additionally, a change in enforcement strategy has affected the level of knowledge and skill required to perform the job. In the past, inspectors focused their efforts upon the enforcement of codes. More recently, however, inspectors have broadened their focus to include educating and coaching business owners and employees in the principles and practices of food safety. This new approach, which emphasizes education and the establishment of business relationships, requires a different and somewhat higher level of knowledge and skill, most of which are related to interpersonal skills and the ability to impart information to a wide variety of individuals.

The Health Department conducted a salary survey for this job classification that included 15 municipalities in Wisconsin. In considering this salary survey data, there are similarities and differences between the duties performed by inspectors in the City of Milwaukee and those in smaller jurisdictions. Both groups perform the same type of work—inspecting establishments for compliance with food safety statutes and weights and measures standards, educating business owners, and investigating the outbreak of food-borne illnesses. Due to the smaller size of the municipality, however, employees in jurisdictions outside of Milwaukee tend to perform a wider

variety of inspectional and compliance work that includes food establishments and weights and measures in addition to many other businesses such as dry cleaning establishments, laundromats, massage establishments, hotel and motel license renewal, swimming pools and wading pools, nuisances, and the control of disease vectors, such as rodents.

In evaluating jobs for purposes of compensation, the environment in which a job is performed as well as the effort expended to perform the job, are a *bona fide* job evaluation factors, as stated in the Equal Pay Act of 1963. Although these factors are weighted far less than knowledge/skill or responsibility, they are nevertheless a consideration. In this respect the job performed by City of Milwaukee employees differs from their counterparts in other jurisdictions. The number and variety of Milwaukee residents, age of the City's infrastructure and facilities, density of the urban environment, and number and variety of ethnic food establishments creates an inspectional environment that is more challenging and complex than encountered in non-urban municipalities.

Despite the differences in the variety of inspection and compliance work, inspectors in each group are required to possess substantially the same level of education, training, and work experience to enter the job, which holds true in Wisconsin and other states. Minimum requirements typically include a bachelor's degree in environmental health or closely related field that includes coursework in the sciences, particularly chemistry and biology. Following hire, a significant amount of on-the-training, ranging from 6 to 18 months, is required to achieve minimum degree of proficiency in the job. The Health Department has stated that 12 months of training is required for a newly hired Environmental Health Specialist to achieve minimum proficiency in the job.

**Environmental Health Specialist
 Pay Ranges in Wisconsin**

Maximums Displayed – Highest to Lowest		
	Minimum	Maximum
Average	\$48,840	\$62,421
City of Milwaukee	\$41,495	\$52,068
1 Madison	\$52,520	\$80,122
2 Oak Creek	\$60,853	\$67,597
3 West Allis	\$57,990	\$65,250
4 Greenfield	\$54,785	\$62,864
5 South Milwaukee	\$54,649	\$70,262
6 Brown County	\$52,998	\$62,150
7 De Pere	\$52,536	\$61,179
8 Ozaukee County	\$51,028	\$60,070
9 Outagamie County	\$50,609	\$63,756
10 Greendale	\$49,941	Unknown
11 Hales Corners	\$49,254	Unknown
12 Washington County	\$48,505	\$62,358
13 Walworth County	\$48,402	\$60,154
14 North Shore	\$48,266	\$65,302
15 Central Racine County	\$47,320	\$63,960
16 Cudahy	\$47,320	\$63,960
17 City of Racine	\$46,051	\$62,625
18 Kenosha County	\$44,681	\$62,188
19 Waukesha County	\$44,667	\$54,446
20 Jackson County	\$43,825	\$51,667
21 Winnebago County	\$43,032	\$67,417
22 State of Wisconsin	\$41,600	Unknown
23 Marathon County	\$39,832	\$51,438

As may be seen, the City of Milwaukee's beginning rate of pay is lower than 22 of 23 jurisdictions surveyed and approximately 18% (\$7,300+) below the average beginning rate of pay. The City's maximum rate is almost \$10,000 below the average maximums of pay ranges surveyed. When one examines minimum and maximum rates of pay for seven cities and counties geographically closest to Milwaukee in Southeastern Wisconsin the following results appear.

**Rates of Pay for Environmental Health Specialist
 Cities and Counties in Southeastern Wisconsin**

	Minimum	Maximum
South Milwaukee	\$53,040	\$68,198
North Shore of Milwaukee	\$48,266	\$65,302
West Allis	\$57,990	\$65,250
Greenfield	\$54,785	\$62,864
City of Racine	\$46,051	\$62,625
Kenosha County	\$44,681	\$62,188
Waukesha County	\$44,667	\$54,446
City of Milwaukee	\$41,495	\$52,068
Average	\$49,926	\$62,982

City of Milwaukee rates were not included to calculate average.

Using this comparison, the City of Milwaukee's pay levels are below that of other cities and counties in southeastern Wisconsin, approximately \$8,000 (19%) below the average beginning rate of pay and over \$10,000 (21%) below the average maximum. This data indicates that the City's rates are not competitive for southeastern Wisconsin, the most relevant labor market.

Employee Turnover

An uncompetitive pay structure can have a direct result on an employer's ability to recruit and retain talent. This is illustrated by the difficulty the Health Department has experienced recruiting and retaining employees in its consumer environmental division. Between 2003 and 2013, the turnover for inspectors was 131%. This means that, for an inspectional staff of 19 employees, 25 employees left the job during that period of time. The average amount of time spent with the Department by inspectors who left employment was 1.9 years. This amount of turnover has had a negative impact upon staff morale and adversely affected productivity as well as the consistency of inspectional services.

As previously stated, it could be argued that the job performed by the City's employees is more challenging than that performed by their counterparts in nonurban areas. The challenge arises from the environment in which the work is performed, usually called working conditions, knowledge and skill required for successful job performance, and the physical or mental effort required. The job analysis indicates that, over time, the knowledge/skill required to perform the job has increased and will continue to increase. The Health Department indicates that a minimum of 12 months of on-the-job training is required for a new employee to achieve a minimum level of proficiency.

Lastly, the Consumer Environmental Health area is undergoing a significant effort to upgrade its policies, programs, and procedures to conform to FDA requirements. It is essential that the Division have an engaged staff that had a higher level of knowledge and skill and is therefore more versatile. Current pay levels are not only inadequate but they fail to support employee

engagement or the acquisition of greater knowledge, skill, or competencies, all of which are necessary for the Division to be successful in its change effort.

In consideration of these changes that have taken place and are currently taking place with this job, and the lack of competitiveness in the rates of pay for the classification, we recommend establishing the following pay structure for Environmental Health Specialist to support the Health Department in achieving its operational goals.

Recommended Pay Range for Environmental Health Specialist

Increment	1	2	3	4	5	6
Biweekly	\$1,879.04	\$1,948.05	\$2,019.59	\$2,093.77	\$2,170.66	\$2,250.38
Annual	\$48,855	\$50,649	\$52,509	\$54,438	\$56,437	\$58,510

The minimum of the range is the same rate as that of the Environmental Risk Officer classification the Department of Neighborhood Services; the maximum of the range is the same as that of the Residential and Commercial Code Enforcement Inspectors in the Department of Neighborhood Services.

We further recommend the ability to appoint new employees at the first or second increment depending upon their job-related education and work experience. Employees will be able to move through the range when they attain the required education and job performance associated with each increment. Current employees will retain their current rate of pay until they meet the standards for the next higher increment.

Consumer Environmental Health Coordinator and Consumer Environmental Health Supervisor

In order to bring about the operational changes desired by the Department, most of which are related to the implementation of FDA program standards, it will be necessary to have a more robust management team in place. The proposed reorganization therefore creates two Consumer Environmental Health Coordinators, which will function as a combination of technical specialist and lead worker, and two Consumer Environmental Health Supervisors. All four of these positions will report to the Division Director.

Current: Environmental Health Program Manager PR 1DX 1 position
 Environmental Specialist Supervisor PR 1AX 1 position
Recommendation: Consumer Environmental Health Supervisor PR 1DX 2 positions

Two positions of Consumer Environmental Health Supervisor are proposed. One position of Consumer Environmental Health Supervisor will work from the Ziedler Municipal Building and a second position from the Northwest Health Center. Both supervisors will have the following three areas of responsibility:

Management, Direction, and Planning

- Direct supervision of nine to ten inspectors
- Human resources work such as hiring, training, supervising, coaching, and performing job performance appraisals for Environmental Health Specialists, Coordinators and office staff
- Develop and oversee all work processes in the Division
- Evaluate and revise field protocols
- Make recommendations for changes in policies, ordinances, and legislative positions

- Prepare reports, technical papers, and other documents
- Develop and implement an environmental sampling program
- Represent the Department in the implementation of contracts with the State of Wisconsin

Quality control

- Provide authoritative technical information to all Division staff and individuals and organizations outside of the Health Department
- Ensure that state and federal standards are met by reviewing the inspection and code enforcement activities of inspectional staff
- Oversee the investigation of consumer complaints and outbreaks of foodborne illnesses
- Develop and generate statistics and reports to monitor Division and inspector outcomes
- Identify and monitor trends in violations and identifies risk factors related to foodborne illness

Special Projects

- The Supervisor assigned to the Municipal Building will perform duties related to food licenses and licenses for weights and measures, which requires working with the City Clerk's Licensing Division.
- The Supervisor assigned to the Northwest Health Center will be responsible for information technology and data analysis used in the Division which requires working with the City's information technology department.

The minimum requirements include a bachelor's degree in environmental health or a related area (master's degree highly desired) and two years of work experience in food inspection and two years of experience in program management.

Analysis

The Department has requested that two presently existing supervisory/managerial positions with different pay levels be reclassified to a new title of Consumer Environmental Health Supervisor. The recommended pay for these positions is Pay Range 1DX (\$54,322 - \$76,046).

In considering the recommended range for the Supervisors, the current placement of other Health Department managers and supervisors must be taken into consideration. The following positions are allocated to Pay Range 1DX:

- Communicable Disease and Immunizations Supervisor
- Vital Statistics and FIMR Manager
- Environmental Health Program Manager
- Well Women's Program Manager
- Public Health Nurse Supervisor
- Public Health emergency Response Planning Coordinator

As may be inferred, all but one of these positions are program managers has responsibility for one or more public health programs. Although the degree of responsibility differs from position to position, all of these positions have been judged to be similar enough in terms of responsibility and knowledge/skill required to be placed in the same pay range. From a whole-job perspective, the overall level of responsibility exercised by the two positions of Consumer Environmental Supervisor does not appear to be greater than that associated with other public health managers/supervisors listed above, all of which are allocated to Pay Range 1DX. We

therefore recommend placement of the positions of Consumer Environmental Health Supervisor in Pay Range 1DX.

It should be noted that the Salary Ordinance provides that, with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel, a Department may hire an employee into a position designated as an official/administrator or professional at a rate up to 60% above the minimum of the range.

We therefore recommend the positions of Environmental Health Program Manager (PR 1DX) and Environmental Specialist Supervisor (PR 1AX) be reclassified to Consumer Environmental Health Supervisor in Pay Range 1DX (\$54,322 - \$76,046).

Current:	Environmental Health Coordinator	PR 2DN	1 position
	Environmental Specialist Supervisor	PR 1AX	1 position
Recommendation:	Consumer Environmental Health Coordinator	PR 2FN	2 positions

The basic function of these Coordinators is to direct and coordinate the work of the Environmental Health Specialists. This includes training, developing, coaching and assess the attainment of competencies in the proposed career ladder.

One Coordinator will have responsibility for coordinating the inspection work required for over 800 temporary and more than 600 mobile food operations. The second Coordinator will have responsibility for reviewing plans, schematics, and specification of equipment and materials related to building or remodeling food facilities, in addition to coordinating the work of inspectors. Taken together, there are four major areas of responsibility associated with these positions. The major areas and specific duties and responsibilities associated with each area are outlined below:

Employee Training and Direction

- Evaluate the attainment of knowledge, skill, and competencies associated with the career ladder on the part of inspectors
- Evaluate job performance of inspectors
- Create and present food safety training programs to the food service industry, Division staff, and others as required
- Create and implement training programs presented in the classroom and field
- Develop and implement an inspectional quality assurance program, including the standardization of inspections and compliance
- Assist in developing policies and procedures

Coordination of Work

- Assign special inspection and enforcement duties to inspectors
- Coordinate work associated with temporary events, including staff assignment, vendor training, facility set-up, and compliance
- Conduct inspections of mobile food establishments and their bases
- Coordinate inspections and compliance work for establishments that require variances from state code
- Coordinate school inspections

Plan Review

- Evaluate plans, equipment, specifications and procedures proposed for new, changed or remodeled food establishments; conduct follow-up inspections as needed
- Provide technical advice to field staff regarding new, changed or remodeled food establishments and their bases
- Provide authoritative information and advice to all parties involved with new, changed or remodeled food establishments. Parties include architects, equipment manufacturers, food distributors, construction contractors, other City departments, and applicants for food licenses.

Community Outreach and Education

- Serve as a liaison between the Division and other departments and the community; coordinate the community advisory committee; maintain the Division's print and electronic educational information.

Minimum requirements include a bachelor's degree in environmental health or related field and two years of experience as an Environmental Health Specialist in food inspection.

Analysis

The Department has requested that two differently compensated positions be reclassified to Consumer Environmental Health Coordinator. The recommended pay for these positions is Pay Range 2FN (\$47,803 - \$66,946).

The nature of work performed by these two positions is a combination of high-level technical specialist and lead worker/coordinator. These two Coordinators will be responsible for training inspectors in the field, evaluating their progress in the new career ladder, and ensuring that new FDA standards and processes are standardized and implemented. These enhanced responsibilities will require a higher degree of knowledge/skill and responsibility and warrant an upgrade in pay level.

In establishing a new pay level for these positions, the differential between these Coordinators and higher level Supervisors should be taken into consideration. This report recommends that the two Supervisors be allocated to Pay Range 1DX (\$54,322 - \$76,046). A good differential between the Coordinators and Supervisors would result in placement in Pay Range 2FN (\$47,803 - \$66,946) and we therefore recommend that the two Coordinator positions be allocated to Pay Range 2FN. To provide a recruitment differential between the two Coordinator positions and the Environmental Health Specialists in Pay Range 3LN (\$48,855 - \$58,510), we recommend a minimum recruitment rate of \$52,509 annually.

We therefore recommend the positions of Environmental Health Coordinator (PR 2DN) and Environmental Specialist Supervisor (PR 1AX) be reclassified to Consumer Environmental Health Coordinator in Pay Range 2FN (\$47,803 - \$66,946) with recruitment at \$52,509.

Current:	Infectious Disease Epidemiologist	PR 1GX
Recommended:	Consumer Environmental Health Division Director	PR 1IX

As previously stated, the Consumer Environmental Health area has become a division reporting to the Health Operations Administrator. Ms. Angie Hagy, Infectious Disease Epidemiologist, was appointed as interim director of the division in May of 2012 and has been charged with

leading the reorganization and improvement efforts. The major areas of responsibility and related duties for the position include:

Leadership, Direction and Planning:

- Ensure that the Division's programs, policies, and procedures are in compliance with city, state and federal regulatory requirements
- Manage the investigation of foodborne illness complaints and investigation of outbreaks; facilitating product trace-backs and recalls
- Implement best practices for food safety inspection
- Manage federal and state grants, contracts and agreements including those with the WI Division of Health Services; the WI Division of Agriculture, Trade, and Consumer Protection and the FDA
- Write City policies, ordinances, resolutions, legislative positions, related to a variety of environmental, communicable disease and emergency response issues
- Write program summaries, project updates, special reports, technical papers, grant applications, and creating statistical analyses and other documents as needed or requested
- Maintain data management systems related to evaluation of outcomes, expenditures and revenues
- Develop and implement strategies to integrate information technology into public health practices
- Serve as the Department's technical expert and representative on matters regarding regulatory food issues, environmental health, and consumer protection issues.

Community Leadership

- Develop and maintain collaborative relationships with other City departments, elected officials, state and federal agencies, food establishment operators, and community-based organizations. Represent the Department at community-based events as appropriate
- Act as spokesperson for the Department for media requests, and at meetings of Common Council committees
- Assist elected officials and their staff with constituent problems and questions.

Staff Management and Administration

- Develop, implement and oversee a professional development system to assure a knowledgeable, flexible, accountable, and engaged workforce
- Develop and oversee systems to evaluate inspectional staff in the field
- Perform human resources work such making recommendations for hiring, assess job performance, respond to employee relations issues, and promote a positive employment environment.

This position requires a master's degree in environmental health, public health or other related area with graduate-level coursework in industrial hygiene, environmental health, or epidemiology and five years of experience in program management, administration and supervision, preferably within a governmental agency overseeing programs similar to those conducted within division. Specific knowledge of epidemiology, microbiology, health education/communication, public health informatics, public health statutes, ordinances and regulations as well as public health emergency preparedness principles is desirable.

The Department has requested that the position under study be compared to others in the Department's executive team which is listed in the following chart.

Milwaukee Health Department Executive Team

	Pay Range	Minimum	Maximum
Public Health Laboratories Director	1LX	\$90,499	\$126,695
Health Operations Administrator	1KX	\$84,908	\$118,875
Public Health Research and Policy Director	1MX	\$96,456	\$135,045
Disease Control and Environmental Health Services Director	1JX	\$79,646	\$111,512
Family and Community Health Services Director	1IX	\$74,731	\$104,623
Infectious Disease Epidemiologist	1GX	\$65,777	\$92,089

The Health department managers list above exercise a wide scope of responsibility for programs, policies, data, staff, and a variety of administrative work. The minimum requirements for each position include a master's degree in an area related to public health and a number of years of job-related experience.

It is clear that the position of Infectious Disease Epidemiologist, a high-level professional, is being repurposed to a manager with responsibility for all of the programs, staff, budgets, policies, and procedures associated with food safety and weights and measures. Considering the position's new scope of these responsibilities, degree of managerial knowledge and skill required to successfully perform the job, and level of technical knowledge required in comparison to those of the current executive team managers, it appears reasonable to reclassify the position to the higher pay range and title requested by the department.

We therefore recommend the position be reclassified to Consumer Environmental Health Division Director in Pay Range 1IX (\$74,731 - \$104,623).

Action Required – Pay Period 1, 2014 (December 22, 2013)

In the Salary Ordinance,

- Under Pay Range 1AX, delete the title "Environmental Specialist Supervisor";
- Under Pay Range 1DX, delete the title "Environmental Health Program Manager", add the title "Consumer Environmental Health Supervisor";
- Under Pay Range 1IX, add the title "Consumer Environmental Health Division Director";
- Under Pay Range 2DN, delete the title "Environmental Health Coordinator";
- Under Pay Range 2FN, add the title "Consumer Environmental Health Coordinator (4)" and add footnote "4" to read as following: "(4) Recruitment is at \$2,019.59 (\$52,509.34)";
- Under Pay Range 3GN, delete the title "Environmental Health Specialist I";
- Under Pay Range 3JN, delete the title "Environmental Health Specialist II"; and
- Under Pay Range 3LN, add the title "Environmental Health Specialist (13)" and add footnote "13" to read as following: "(13) Recruitment is at \$1,879.04 (\$48,855.04) and may be up to \$1,948.05 (\$50,649.30) with the approval of DER. Employees will advance to the next rate in the following range upon certification by the Commissioner-Health of having attained the required skills, job performance and demonstrated competencies: \$1,879.04, \$1,948.05, \$2,019.59, \$2,093.77, \$2,170.66 and \$2,250.38.

An employee transferred into this title will be placed in the pay step that corresponds with demonstrated core competencies and certifications. If the employee's prior rate is higher than the appropriate step, the employee will retain their previous rate and will move to the next higher step when they have demonstrated the required core competencies and certifications.

An employee promoted into this title will receive the pay increment in the new pay range that is higher than the employee's current rate. The employee must achieve all required core competencies and certifications up to and including the new increment within the probationary period."

In the Positions Ordinance,

Under Health Department, Disease Control and Environmental Health Services Division, Consumer Environmental Health, delete the entire section" and create the division "**Consumer Environmental Health**" before the Laboratory Services Division. Add the following positions under the new division, one position of "Consumer Environmental Health Division Director, two positions of "Consumer Environmental Health Supervisor", two positions of "Consumer Environmental Health Coordinator, 19 positions of "Environmental Health Specialist", one "Program Assistant I" and one position of "Office Assistant III".

Prepared by: *Laura Sutherland st*
Laura Sutherland, Human Resources Representative

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

Reviewed by: *Maria Monteagudo st*
Maria Monteagudo, Employee Relations Director

Environmental Health Specialist Career Ladder Step Requirements *(Updated 9/11/13)*

Requirements to Obtain Environmental Health Specialist Career Ladder Step

Step	Training, Certification, and Continuing Education	Performance Assessment
2	Complete all of the following: <ul style="list-style-type: none"> • CEH Orientation Curriculum including all of the FDA requirements • Certification as a Food Manager (or more advanced certification) 	A passing score on each of the following <ul style="list-style-type: none"> • Self-Management Skills Assessment • Communication Skills Assessment • Computer and Software Skills Assessment • Initial Field Standardization Review • Quality Assurance Review
3	Complete either the food or weights and measures requirements: <ul style="list-style-type: none"> • Food - all of the following <ul style="list-style-type: none"> ○ Certified Professional – Food Safety (or RS) ○ State or Federal Retail HACCP Course ○ 16 hours of approved continuing education per year • Weights/Measures - all of the following <ul style="list-style-type: none"> ○ Certified Professional – Food Safety (or RS) ○ 3 total NIST/DATCP Certifications ○ 16 hours of approved continuing education per year 	A passing score on each of the following <ul style="list-style-type: none"> • Self-Management Skills Assessment • Communication Skills Assessment • Computer and Software Skills Assessment • Field Maintenance Standardization Review • Quality Assurance Review
4	Complete either the food or weights and measures requirements: <ul style="list-style-type: none"> • Food - all of the following <ul style="list-style-type: none"> ○ WI DHS Tattoo and Body Piercing Online Training ○ MHD Equipment and Plan Review Curriculum ○ 16 hours of approved continuing education per year • Weights/Measures - all of the following <ul style="list-style-type: none"> ○ 5 total NIST/DATCP Certifications ○ 16 hours of approved continuing education per year 	A passing score on each of the following <ul style="list-style-type: none"> • Self-Management Skills Assessment • Communication Skills Assessment • Computer and Software Skills Assessment • Field Maintenance Standardization Review • Quality Assurance Review
5	Complete all of the following: <ul style="list-style-type: none"> • At least two approved in-depth specialized courses offered by the FDA, USDA, CDC, or other professional organization • 16 hours of approved continuing education per year 	A passing score on each of the following <ul style="list-style-type: none"> • Self-Management Skills Assessment • Communication Skills Assessment • Field Maintenance Standardization Review • Quality Assurance Review
6	Complete all of the following: <ul style="list-style-type: none"> • At least four approved in-depth specialized courses offered by the FDA, USDA, CDC, or other professional organization • 16 hours of approved continuing education per year 	A passing score on each of the following <ul style="list-style-type: none"> • Self-Management Skills Assessment • Communication Skills Assessment • Field Maintenance Standardization Review • Quality Assurance Review

Abbreviations:

- CDC – Centers for Disease Control and Prevention
- DHS – Wisconsin Department of Health Services
- DATCP – Wisconsin Department of Agriculture, Trade and Consumer Protection
- FDA – Food and Drug Administration
- HACCP – Hazard Assessment at Critical Control Points
- NIST – National Institute of Standards and Technology
- USDA – United States Department of Agriculture

Note: Continuing education and in-depth specialized courses must be reviewed approved in advance by CEH Management in order to counted towards career ladder attainment. Courses should be submitted for review using the CEH Training Request Form.

JOB EVALUATION REPORT

City Service Commission Meeting Date: September 24, 2013

DEPARTMENT OF CITY DEVELOPMENT

Current	Request	Recommendation
New Position	Program Assistant II PR 5FN (\$42,118 - \$47,771)	Program Assistant I PR 5EN (\$40,100 - \$46,261)

City of Milwaukee Resident Rates of Pay

Action Required

In the Positions Ordinance, under Department of City Development, Real Estate and Development, delete one position of "Program Assistant II" and add one position of "Program Assistant I".

Background

The Department of City Development has requested the classification of a new position in the Real Estate and Development Division. A new job description was provided and discussions were held with Judy Allen, Resource and Administration Manager.

Duties and Responsibilities

The basic function of this position is to process the real estate documents and records for the sale of City-owned tax-foreclosed residential one-four family properties. Duties and responsibilities include the following:

- 30% Coordinate a variety of activities necessary for completing the sale of a property, including preparing settlement statement, affidavits, and disbursement of checks.
- 25% Enter the accepted Offer to Purchase into the Real Estate database.
- 15% Order the title commitment/letter reports from the contracted title company for the sale of the foreclosed property.
- 10% Assist with recording documents, processing easements, and doing market research.
- 10% Arrange for the deposit or disbursement of funds related to real estate activities, including the processing of sales proceeds, the return of deposits, and the requisite bookkeeping functions.
- 10% Prepare general real estate correspondence on an as-needed basis, assist with the maintenance of inventory and property management records, handle public information requests, prepare routine reports and correspondence, and perform other duties as assigned.

Requirements include a Bachelor's Degree in Real Estate, Business Administration, or a related field; or four years of responsible experience working in residential property management and sales. A Real Estate license is desirable. Equivalent combinations of

education and experience may also be considered. These requirements have not yet been assessed for staffing purposes.

Analysis

Comparisons were made to other positions in the City including the classifications of Program Assistant I and Program Assistant II which are defined as follows:

Program Assistant I - Pay Range 5EN (\$40,100 - \$46,261)

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.

Program Assistant II - Pay Range 5FN (\$42,118 - \$47,771)

Positions in this classification require the equivalent knowledge and skill normally obtained with a bachelor's degree. Some positions function as group leaders for other employees. A hallmark of the Program Assistant II is the analysis of information, in contrast to gathering or compiling information. In analyzing information, the employee is required to draw conclusions and make recommendations from the information presented. This information may be in the form of accounting information, budget records and reports, financial information, contracts, or qualitative information. Program Assistants II are expected to independently initiate new work projects and improve processes on a continuous basis.

Both classifications are higher level administrative support paraprofessional classifications and perform a variety of duties depending on their area of focus. Some analysis work may be performed at both levels but there is a stronger emphasis on analysis for the Program Assistant II level.

The position under study more closely matches the specification for Program Assistant I as it works very independently in processing the real estate documents and recording the sales of City-owned residential properties but does not have an emphasis on analysis.

Recommendation

Based on the above analysis we recommend this new position be classified as Program Assistant I in Pay Range 5EN.

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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: September 24, 2013

EMPLOYEES' RETIREMENT SYSTEM

Current	Request	Recommendation
Pension Accounting Specialist PR 2GX (\$50,959 - \$71,349)	Pension Accounting Lead- Payroll Specialist PR 2JX (\$61,721 - \$86,406)	Pension Accounting Manager PR 1EX (\$57,884 - \$81,034)

Action Required

In the Salary Ordinance, under Pay Range 1EX, add the title "Pension Accounting Manager".

In the Positions Ordinance, under Employees' Retirement System, Fiscal Services, delete one position of "Pension Accounting Specialist" and add one position of "Pension Accounting Manager".

Background

The request to study this position was part of a request submitted by the Employees' Retirement System (ERS) to Employee Relations some time ago, following the completion of a comprehensive operational and organizational review of entire department, which included a review of salary levels for most positions in the department. Since that time, a number of positions in the ERS have been reviewed by Employee Relations and acted upon by your Commission.

In studying this request, a number of documents were reviewed including the following: a Job Analysis Questionnaire completed by the employee performing the job and reviewed by the immediate supervisor; a revised job description created by the Employees' Retirement System; employee work products; reports submitted to your Commission for related positions; and a memorandum from Beth Conradson Cleary, Deputy Director, ERS dated September 12, 2013. In addition, the employee performing the work was interviewed at her work site and discussions were held with her immediate supervisor, Melody Johnson, ERS Chief Financial Officer, and Ms. Conradson Cleary.

The ERS administers the following benefits programs for sworn employees in the Fire and Police Departments, general City employees, and elected officials:

- Service retirement
- Disability retirement
- Separation benefits
- Death benefits
- Survivorship options
- Group life insurance
- Retiree health and dental insurance

Duties and Responsibilities

This position has responsibility for producing a retiree "payroll" each month for 12,000 retirees; directing the work of six employees; auditing payroll calculations, demographic information, and benefits information; overseeing the process associated with the verification of earnings for 650

individuals who receive duty disability payments; and acting on behalf of the Chief Financial Officer in her absence. This job may be divided into the following major areas:

- Monthly pension payroll
- Management/research/review
- Benefits and refunds records
- Customer service and communication
- Quarterly responsibilities

Each month, 12,000 retirees receive retirement benefits totaling approximately \$26 million dollars. This responsibility has a high dollar impact and of course directly affects a large number of retirees. The rules determining employee benefits and the information technology system supporting the payroll are extremely complex. There are, for example, 1,100 different groups of retirees receiving different benefits. The production of the monthly payroll requires an ability to understand how different parts of the information technology system work together, an expert level of skill using the system, and the ability to audit detailed accounting and demographic information under a strict time frame. In order to produce this payroll, the position under study directs the work of another Pension Accounting Specialist.

Duties associated with **producing the monthly pension payroll** include the following:

- Directing the work of a Pension Accounting Specialist
- Determining the amount of funds needed to fund the monthly pension payroll and payments to vendors; informing the Investment staff of this calculation so that reallocation of funds may be made
- Reconciling vendor payments and vendor receivable reports
- Preparing fund transfer letters, ACH and check vendor payments and city transfers
- Performing online banking transactions such as uploading files, payroll, and refund payments and scheduling vendor payments to the IRS, Wisconsin Department of Revenue, Wisconsin Trust Fund, and City agencies through the bank's website

The area of **management/research/review** includes the following duties:

- Directing the work of six employees on a day-to-day basis (4 Pension Accounting Specialists and 2 Management Accountants-Sr)
- Assuming the responsibilities of the ERS Chief Financial Officer in her absence, which includes supervision of 10 employees
- Training and consulting with the counseling staff
- Creating and writing standard operating procedures
- Researching the taxability of pension payments and refunds and making recommendations to senior management and the Board of Directors
- Analyzing member withdrawals and GPS lump-sum payments to ensure accuracy

Customer service and communication includes the following duties:

- Explaining all aspects of retirement benefits to retirees on the phone and in person, including monthly benefits, ACH direct deposits, and the taxation of benefits.
- Issuing stop payment notifications and reissuing lost payments
- Explaining tax withholding options, calculating tax withholding options, and assisting retirees in completing the tax withholding form

The area of **benefits and refunds records** includes the following duties:

- Reviewing and auditing benefits associated with deaths; refunds, including those associated with deaths, withdrawals, and GPS lump sum payments; survivors added to the retirement benefits payroll; deductions, payment corrections, adjustments, and retroactive payments

- Reviewing and auditing demographic changes and ACH changes
- Maintaining monthly payroll, refund and GPS lump sum controls

Annual and quarterly duties and responsibilities include the following duties:

- Overseeing the process to verify outside earnings for approximately 650 individuals receiving duty disability payments (primarily fire and police)
- Preparing and submitting tax withholding filings and reports in accordance with IRS regulations and Wisconsin Department of Revenue regulations
- Overseeing the production and distribution of 1099R forms for pension benefits, withdrawals, and refunds
- Calculating the Consumer Price Index (CPI) Cost of Living Allowance (COLA) factor and updating the annual COLA rules spreadsheet
- Reviewing the report regarding unclaimed property for accuracy prior to notification letters being mailed
- Maintaining the accounts receivables spreadsheet and preparing outstanding receivables for submission to the City Attorney's Office for collection

Knowledge, Skills, Abilities, and Competencies

Important knowledge, skills, abilities, and competencies required to successfully perform the job (not the minimum KSACs needed to enter the job) include the following:

- The ability to use MERITS, the information technology system, as an expert user
- Significant knowledge of accounting principles and processes
- Knowledge of how benefits are calculated
- Knowledge of federal and state tax regulations pertaining to wages, retirement benefits, and the rollover of funds
- The ability to identify opportunities to improve work processes and collaborate with others, particularly information technology professionals, to implement improvements
- The ability to work in a highly independent manner while collaborating with other staff members
- The ability to research complex tax issues, analyze issues, and make recommendations to the Board and senior management regarding such
- The ability to discern when legal counsel should be involved with an issue
- The ability to use complex information technology systems with a high degree of skill
- The ability to recognize opportunities for improving aspects of the IT system
- Knowledge of information technology to work with IT professionals to change, upgrade or enhance the system
- The ability to create and write standard operating procedures
- The ability to use standard office hardware and software with a high degree of proficiency
- The ability to explain pension benefits to retirees and assist them with making decisions about tax withholding
- The ability to exercise patience while working with retirees
- The ability to work well under tight timeframes

According to the 2009 job description, the minimum requirements for this job include a bachelor's degree in accounting, finance, or related area and five years of progressively responsible work in governmental accounting or finance. Possession of a CPA designation was stated as being highly desirable. It should be noted that neither the KSAs listed nor minimum requirements stated on the job description have been assessed for purposes of staffing. These items will need to be reevaluated in light of this analysis and the recommendation contained in this report.

Analysis

The following responsibilities have been added to this position since approximately 2004:

- The production of a monthly pension payroll of for 12, 000 retirees with a value of \$25 to \$26 million.
- Writing standard operating procedures related to the payment of monthly retirement benefits
- Working with information technology professionals to correct , upgrade, and enhance information technology applications
- Taking the lead role in implementing collective bargaining settlements
- Directing the work of a Pension Accounting Specialist
- Assuming the duties of the Chief Financial Officer in her absence.
- Auditing the calculations associated with death benefits.
- Auditing payments to vendors and vendor receivables to determine their correctness.
- Overseeing the process of verifying earnings for individuals receiving duty disability payments. This requires sending 650 letters and forms and some marital verification letters to individuals who must submit the information requested to the ERS. Of the total number of 650, approximately 50 to 75 cases require additional investigation and research of state and federal tax codes.
- Calculating the COLA factor and updating the annual COLA rules spreadsheet for 1,100 employee groups. This spreadsheet was created by the consultant who assisted with the global pension settlement. Updating the spreadsheet requires advanced Excel skills.
- Researching , preparing, and submitting tax filings and reports to the IRS and Wisconsin Department of Revenue
- Determining when outstanding account receivables should be submitted to the City Attorney's Office for collection

The most significant responsibility, that of producing the monthly payroll, merits further discussion. This responsibility has a high dollar impact and affects the lives of 12,000 retirees each month. Producing a payroll requires the ability to scrutinize a high volume of detailed information from different sources and reconcile accounting data to the penny. This work is completed within a strict time frame each month, which adds considerably to the demands of the job. Another duty that is closely associated with the payroll process is the calculation of the total amount of funds needed to cover the payroll and forwarding this information to the Investment area. The Investment area then uses this calculation to adjust the City's portfolio of investments.

Prior to when MERITS became functional, a different Pension Accounting Specialist assigned to the same pay range as the position under study was responsible for producing the monthly payroll. Prior to the introduction of MERITS in 2009, however, the payroll process was verifiably less complex and relied on manual methods to a much greater degree than currently exists. When MERITS was implemented, the production of the payroll became more complex, requiring a significantly higher level of information technology (IT) knowledge and skill and extensive knowledge of using the custom-built MERITS system.

Although one might assume that a new IT system would simplify the payroll process, this was not the case. The complexity of rules that determined the calculation of retirement benefits necessitated the creation of many unique add-ons and workarounds in MERITS. As a result, the Pension Accounting Specialist now requires a significantly higher level of IT knowledge and skill to successfully perform the job. One critical duty associated with MERITS is the ability to

work with IT professionals in identifying, planning, and implementing changes, upgrades, and enhancements to the system. This increased level of knowledge and skill is a permanent feature of the job. In the future, a new employee will be required to possess a considerable amount of experience using complex IT systems at time of hire. As the employee gains knowledge and experience, she or he will be expected to function as an expert MERITS user and act as a resource for other staff members.

Another area in which this position has expanded is that of managerial authority. This Pension Accounting Specialist now oversees the work of a Pension Accounting Specialist and advises a Management Accountant, develops standard operating procedures for the payroll area, and acts on behalf of the Chief Financial Officer (CFO) in her absence. The ERS has stated that this Pension Accounting Specialist is considered the number two position in the Fiscal Division. When acting on behalf of the CFO, the employee performing the job must be able to respond to any issue that may arise regardless of the topic, whether it is from banking, accounting, accounts payable/receivable, customer service, benefits calculations, payroll, or employee relations. Other administrative /managerial work for which this position is now responsible includes developing standard operating procedures for the payroll area, and working with the Chief Financial Officer to develop the Division's budget. All of these changes indicate that the knowledge/skill required to perform the job has significantly increased.

Taken collectively, these changes indicate that the level of responsibility exercised and knowledge/skill required for successful job performance have significantly increased and warrant reclassification to a higher level. From an internal perspective, the positions that have responsibility for producing the City's payroll provide a relevant comparison to the position under study. It should be noted that the Comptroller's positions are currently being reviewed by a consultant.

**Comptroller's Office
Payroll Administration Division**

Title	Pay Range	Min	Max
City Payroll Manager	1HX	\$70,126	\$98,173
Assistant City Payroll Manager	2IX	\$57,884	\$81,034
City Payroll Specialist	2HX	\$54,322	\$76,046
City Payroll Assistant-Senior 2 positions	5GN	\$41,198	\$49,451

**Employees' Retirement System\
Fiscal Services**

Title	Pay Range	Min	Max
ERS Chief Financial Officer	1IX	\$74,731	\$104,623
Pension Accounting Specialist 5 positions	2GX	\$50,959	\$71,349
Management Accountant-Senior 3 positions	2EX	\$44,857	\$62,799
Program Assistant II	5FN	\$42,118	\$47,771
Accounting Assistant II 2 positions	6HN	\$37,456	\$41,449


As may be seen in the above tables, the Comptroller's payroll division has a Citywide Payroll Manager, PR 1HX, and an Assistant City Payroll Manager, PR 2IX. Although the ERS position

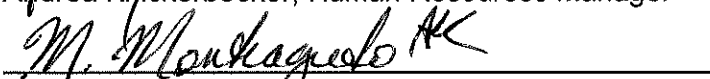
could be contrasted and compared with the Assistant Payroll Manager in terms such factors as the size and complexity of payroll administered, complexity of problem solving required, independence of operation, and knowledge/skill required, such a detailed comparison would not necessarily produce a clear-cut difference in the level of responsibility exercised or knowledge/skill required.

From a policy viewpoint, it does not appear feasible to classify the ERS position to a pay level that exceeds that of the Assistant City Payroll Manager. Considering that a number of Business Operations Managers who have responsibility for the business operations in a City department are allocated to PR 2IX, equivalent to PR 1EX, it appears seems that PR 1EX is an appropriate for the position at this time.

It is therefore recommended that one position of Pension Accounting Specialist, Pay Range 2GX be reclassified to the new title of Pension Accounting Manager in Pay Range 1EX.

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