



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

June 7, 2007

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

Dear Committee Members:

Re: Common Council File Number 070182

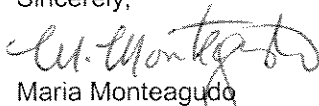
The following classification and pay recommendations were approved by the City Service Commission on June 5, 2007:

In the Common Council – City Clerk, one position of Council File Specialist, Pay Range 455, held by Debra Fowler, was recommended for reclassification to Council Information Specialist, Pay Range 550.

In the Department of Public Works, one position of Public Works Personnel Administrator, Salary Grade 011, held by Dan Thomas, was recommended for reclassification to Public Works Personnel Administrator, Salary Grade 012.

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

Sincerely,



Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 2 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, Renee Joos, Marianne Walsh, Troy Hamblin, Betty Schraith, Joe Alvarado, Ronald Leonhardt, James Owczarski, Angelyn Ward, Debra Fowler, Gwen Sindel, Jeffrey Mantes, James Purko, Dan Thomas.

Job Evaluation Report

City Service Commission Date: June 5, 2007
 Department: Common Council-City Clerk

Current	Request	Recommendation
Council File Specialist PR 455 (\$36,362-\$40,539) Step 5: \$40,539 Incumbent: Debra Fowler	Administrative Services Specialist SG 001 (\$35,090-\$49,121)	Council Information Specialist PR 550 (\$43,910-\$50,242) Step 1: \$43,910

Action Required

In the Salary Ordinance, under Pay Range 550, add the title "Council Information Specialist".

In the Positions Ordinance, under Common Council-City Clerk, Central Administration Division, Council Records Section, delete one position of "Council File Specialist" and add one position of "Council Information Specialist".

Background

The City Clerk Ronald Leonhardt has requested a reclassification study for one position of Council File Specialist, Pay Range 455, in the Council Records Section of the Central Administration Division. There are currently two positions with the title of Council File Specialist, both of which report to the Deputy City Clerk. Ms. Debra Fowler holds the position under consideration in this report. In studying this position, an interview was held with the incumbent and supervisor, Deputy City Clerk James Owczarski. Staff also reviewed an updated job description and job analysis questionnaire.

Duties and Responsibilities

The basic function of this position is to assist the Deputy City Clerk in the introduction of new matters to the Common Council as well as to process files after Common Council meetings for both publication and archival purposes. The position assists in maintaining all aspects of the legislative tracking software. The position arranges for publication of notices and other matters as directed by City Charter and the Statutes of the State of Wisconsin. Duties, responsibilities, and requirements include:

- 20% Review new Common Council files and prepare them for entry into legislative tracking database. This includes communicating with Aldermen, department heads and other representatives and explaining implementation of the Common Council procedures and rules.
- 20% Assist the Deputy City Clerk in all aspects of legislative tracking from introduction through archiving. This includes, arranging for publication of matters, distributing certified copies as needed, and proofreading of published matters.
- 25% Research of information requests (typically past Common Council actions) as well as maintenance of permanent Common Council records
- 20% Maintenance of legislative tracking database
- 10% Maintenance of Offices and People database

5% Other related duties

The position requires 5 years of experience performing work related to the duties and responsibilities of the position. College level coursework is preferred.

Changes to Position

The duties and responsibilities of this position have changed over the past several years. In the past, the position performed the same set of duties and responsibilities as the other Council File Specialists consisting of preparing and distributing agendas, minutes, notices, and referrals for all standing committees, subcommittees, boards, commissions, and the Common Council; maintaining accurate electronic and paper files; logging, scanning, inputting and reviewing documents for *Legistar* Tracking System; proofreading and editing files; and transferring agendas and minutes onto the City's website.

This position is now differentiated from that of Council File Specialist in that it coordinates the creation of files for the Common Council and its Committees at the front end of the process and processes all Common Council files for eventual record keeping and long-term or permanent storage at the back-end. This includes the technical aspects of creating and entering all files into the *Legistar* database but also the administrative role of explaining Common Council procedures and rules to Council members, department heads and other representatives on how files may be created and scheduled before the Council and committees. The Council Administration Manager, Salary Grade 009, previously handled this key administrative role.

The responsibility of the position under study has become increasingly technical as the methods of storing files have become increasingly paperless. Tracking files within the *Legistar* database means not only the text of the file, agenda, and minutes, but also all submitted materials both hard-copy and electronic including the actual audio recording of the meeting. The Council records tracked through the *Legistar* databases are now more complete than with previous methods of tracking.

Significant changes that have impacted this position include increased responsibility for working with the *Legistar* databases. All aspects of Common Council files are now managed through *Legistar*. While this technical change has impacted all Council File Specialists, this position assists the Deputy City Clerk by managing the database, diagnosing problems, crafting reports from the database, and serving as a liaison with technical support on an ongoing basis and during upgrades. The incumbent Debra Fowler has received training in operating and managing the database both in a classroom setting and onsite from the software developer. Because the City of Milwaukee is a beta test site for the latest version of the software, the incumbent works on an ongoing basis with software designers in debugging the program.

Responsibility for this duty is expanding as the Council Records Section is working to automate as many bodies staffed by the office of the City Clerk as possible. This has included the Board of Ethics, the Administrative Review Appeals Board, Steering & Rules, the Zoning, Neighborhoods, & Development Committee, Community & Economic Development, Licenses, and the Finance & Personnel Committee. The Department of Administration-Intergovernmental Relations Division (DOA-IRD) is also using the *Legistar* system to track all State of Wisconsin legislation related to the City of Milwaukee. The incumbent of this position has been instrumental in assisting the DOA-IRD with setting up their database and will continue to work with that department in maintaining their database.

This position is also responsible for arranging for all legal publishing notices related to all standing committees, subcommittees, boards, commissions and the Common Council through the *Daily Reporter*. While this position has historically handled the legal publishing notices, posting this information via the Internet has made the posting process more time-sensitive and placed more emphasis on accuracy. Information that is incorrectly published can affect the timing and ability of a file to be heard or implemented and can lead to legal challenges.

This position now also assists the Deputy City Clerk in maintaining the *Offices and People* database. This *Legistar* module tracks all City of Milwaukee boards, commissions, committees and task forces on which City officials and citizens serve. This responsibility includes research of the legislative history of the different bodies as well as tracking the membership conditions and terms of office for each. The Mayor and Common Council President rely upon this database for making appointments, and it is published on the City website for public reference. There is an increased need for accuracy and currency of the data. This responsibility was previously the responsibility of the Deputy City Clerk and information was compiled in a Word document.

This position also serves as a lead worker for the Council File Specialists in the use of the *Legistar* database. While there is a current position of Officer Supervisor I in the section, the incumbent of that position has been assigned responsibilities consistent with Council File Specialist that include preparing and distributing agendas, minutes, notices, and referrals for all standing committees, subcommittees, boards, commissions, and the Common Council; maintaining accurate electronic and paper files; logging, scanning, inputting and reviewing documents for *Legistar* Tracking System; proofreading and editing files; and transferring agendas and minutes onto the City's website. Day-to-day supervision of Council File Specialists' work has been taken on by the Staff Assistants. Because of this change, we recommend that the Office Supervisor I position be studied for proper classification level when vacant.

The remaining staff that perform work as Council File Specialists in the City Clerks Office do not perform these new expanded duties that include creating and entering Council Files, providing information on Common Council procedures and rules to Council members and department representatives, and managing the technical aspects of the *Legistar* Tracking System.

Analysis

In determining at what level this position should be placed, we have reviewed related job classifications.

Program Assistant Series

Program Assistant I PR 460, Program Assistant II PR 530, Program Assistant III PR 550

Program Assistants perform a variety of office support and administrative work in support of a program or distinct area of operations within a City department. The term "program" is intended to be broad in application, encompassing the work of a bureau, division, section or specific program within a department. The duties and responsibilities of each Program Assistant are specific to each job assignment.

The level of work performed by Program Assistants is characterized as semiprofessional. As such, the Program Assistant series serves as a "bridge" between a number of office support and administrative job series and bona fide professional occupations, such as Management Accountant and Administrative Specialist, requiring a bachelor's degree or equivalent. In this series, positions requiring the knowledge, skills, and abilities equivalent to that of a bachelor's degree have been assigned to the "II" level. Commensurate with their higher level of

knowledge and skill, Program Assistants II's also exercise a greater amount of responsibility, also known as impact and accountability, than those assigned to the "I" level.

Examples of positions in City government at the Program Assistant II level include:

Program Assistant II, PR 530, Department of Neighborhood Services

This position oversees the administrative tasks associated with the Residential Section's monthly Reinspection Program, the City's Rent Withholding Program, and the City's Certificate of Code Compliance Program. This includes reviewing the processing of monthly files to insure that all properties are reinspected, that reinspection fee letters are mailed, and associated fees are posted on the Neighborhood Services System database; overseeing the rent withholding accounts, monitoring orders to apply for Certificates of Code Compliance, and entering complaints onto the Neighborhood Services System.

Program Assistant II, PR 530, Health Department

This position provides administrative support for all funded lead hazard reduction processes, including assigning contracts, assuring eligibility requirements, facilitating processing of contractor payments, estimating scopes of work, and maintaining multiple databases. This position must also maintain productive working relationships with risk assessors, property owners and lead abatement contractors.

Program Assistants III performs a variety of duties and responsibilities to support a significantly complex program or area of operations within a City department. In addition to requiring the equivalent knowledge and skill normally obtained with a bachelor's degree, these positions require in-depth knowledge of technical and/or administrative processes. Some Program Assistants III function as group leaders for other employees.

Like Program Assistants II, Program Assistants III analyze information, draw conclusions, and make recommendations regarding situations and issues. At the 'III' level, Program Assistants have extensive responsibility for maintaining relationships with others inside and outside of their department regarding matters of significance.

Examples of positions in City government at the Program Assistant III level include:

Human Resources Assistant, PR 550, Department of Public Works

This position works in conjunction with the Business Operations Manager and the DPW Personnel Administrator to oversee and maintain various personnel and payroll databases using the DPW Discipline Database, the On-Line Time Entry System, PeopleSoft HRMS, and other databases.

Program Assistant III, PR 550, Department of Public Works

This position performs a variety of complex accounts payable work for Building and Fleet Services in the areas of contract administration, service agreement administration, internal service billing, telephone payments, and reporting. In addition, this position functions as an expert user of PeopleSoft financials in regard to vouchers, purchase orders, projects grants, and budgets.

Municipal Court Clerks Series

Municipal Court Clerk I PR 540, Municipal Court Clerk II PR 555

Municipal Court Clerks perform all clerical duties related to courtroom operations inside and outside the courtroom. This includes attending all sessions of court and preparing and maintaining case records; entering minutes of courtroom proceedings, findings, orders, and decisions into the computer system; scheduling court proceedings and maintaining a balanced court calendar; scheduling referrals to court-related agencies; providing driving records from the Department of Transportation; providing information from the Criminal Justice Information System; printing commitment orders for defendants ordered incarcerated at the Criminal Justice Facility; and securing interpreter services

There is one Municipal Court Clerk II that serves as the section leader of the Courtroom Proceeding Section.

Code Information Specialist, PR 540, Common Council-City Clerk

This position works within the Common Council-City Clerks Office in the Legislative Reference Bureau. This position serves as a leadworker for one Office Assistant IV and one Office Assistant II. The position updates and maintains the master Common Council Code text. The position also provides accounting, payroll, and computer support functions. Specifically the position publishes and disseminates ordinance book updates, which includes making changes in preparation of code updates to text and index, sale and distribution of code books, maintaining subscriber records in an Access database and issuing code book supplements to departments and outside patrons. The position publishes and maintains the city charter and code of ordinance on the City's web site. City departments and the general public use these documents extensively. The position maintains records of Common Council actions affecting printed ordinances and updates code historical references. Other duties include responding to requests for information about city ordinances, maintaining and updating the text of the city's parking and traffic regulations, and general office duties.

Pay Ranges for positions considered in the analysis include:

Title	Pay Range	Rates
Council File Specialist	455	\$36,362-\$40,539
Program Assistant I	460	\$37,221-\$41,715
Program Assistant II	530	\$39,094-\$44,257
Code Information Specialist	540	\$41,368-\$47,245
Municipal Court Clerk I	540	\$41,368-\$47,245
Program Assistant III	550	\$43,910-\$50,242
Municipal Court Clerk II	555	\$45,348-\$51,778


This position plays a key administrative role in coordinating the creation of Common Council files. This includes communicating and explaining Common Council procedures, rules, and deadlines to Council Members, department representatives, and others. The position also manages the increasingly technical aspects of tracking Council files through the *Legistar* database and works with technical support to maintain the database.

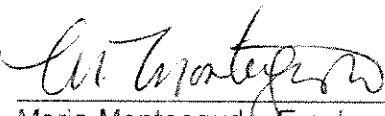
The job analysis indicates that the nature of work performed by the position is that of a high-level administrative support position with significant contacts inside and outside of the Department. The position requires an in-depth knowledge of Common Council procedures and rules and in-depth technical understanding of the *Legistar* databases. The minimum qualifications stated for this job—five years experience in City government in a high-level office

support position (college level coursework is preferred)—are consistent with this characterization. Based upon this analysis, our recommendation is to classify this position at the level of a Program Assistant III in Pay Range 550, with the title of Council Information Specialist.

Recommendation

Based upon this analysis, we recommend reclassifying this position as a Council Information Specialist in Pay Range 550.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: June 5, 2007

Department: Public Works

Current	Request	Recommendation
Public Works Personnel Administrator Salary Grade 011: \$66,407 - \$92,966 Step 12: \$92,966 Incumbent: Dan Thomas	Study of Position	Public Works Personnel Administrator Salary Grade 012: \$70,767 - \$99,074 Step 11: \$96,082
<p>Rationale:</p> <p>The duties and responsibilities for this position have changed with the additional responsibility for overseeing Safety and Personnel functions within the Department of Public Works (DPW), performing personnel related functions and duties previously performed by higher level Assistant Bureau or Division Head positions, and becoming more involved with policy making and operational decisions such as those related to Operations Driver/Worker positions.</p>		

Action Required

In the Salary Ordinance, under Salary Grade 011, delete the title "Public Works Personnel Administrator".

Under Salary Grade 012, add the title "Public Works Personnel Administrator".

Background

In a letter dated April 11, 2005, Jeffrey Mantes, Commissioner of Public Works, requested a study for reclassification of several positions in the Department of Public Works (DPW). Several of the positions have already been studied and reported on. This particular report focuses on the position of Public Works Personnel Administrator which is located in the Office of the Commissioner. A Job Analysis Questionnaire was completed by the incumbent and discussions were held with the incumbent, James Purko, Operations Division Director, and Jeffrey Mantes, Commissioner of Public Works.

Duties and Responsibilities

The basic function of this position, under the direction of the Commissioner of Public Works and the Operations Division Director, is to represent the Department of Public Works on a wide variety of employee relations matters including grievance administration, contract negotiations, personnel policies, workplace investigations, benefits/payroll administration, and safety. The specific duties and responsibilities are as follows:

- 25% Advise and represent DPW management staff regarding disciplinary actions, labor contract administration, employment law, civil service, and benefits.
 - Develop and implement personnel policies in conformity with existing employment law; advise management staff on legal and contractual consequences of various personnel actions; and provide training on various topics as needed.
 - Serve as DPW's principal representative for contract negotiations; and interpret, implement and advise management staff regarding the legal obligations contained in the various labor contracts.
 - Interpret and advise management staff on various Civil Service Rules and benefit administration issues.

- Prepare and present DPW cases before the City Service Commission regarding discharge and disciplinary actions, findings of necessity, layoff plans, reinstatement requests, and various appeals.
 - Advise and consult with the City Attorney staff on employee complaints, contract disputes or interpretation of provisions in labor agreements.
- 25% Manage Payroll and Safety staff and activities
- Develop, implement and monitor DPW's safety program, oversee training activities, monitor legislation regarding federally mandated drug and alcohol programs.
 - Develop, implement and monitor the payroll function and various payroll related policies; and advise and train management staff regarding various payroll and personnel issues.
 - Develop, implement and monitor compliance with the Americans with Disabilities Act (ADA); perform case review and analysis of accommodation requests and fitness for duty.
 - Monitor and analyze Family Medical Leave Act (FMLA); perform case review and analysis of FMLA certification and requests for recertification, second opinions, and other issues.
- 25% Represent DPW during labor negotiations, grievance arbitration hearings, and other meetings with unions
- Research, interpret, and implement nine labor contracts; advise management staff and present DPW's position on various labor/management issues.
 - Research and investigate all matters subject to the arbitration process; prepare data and exhibits to be used in the presentation of DPW's case.
 - Provide testimony regarding DPW policies, procedures, and actions on various matters.
 - Serve as DPW's management representative in meetings with unions regarding contract administration.
 - Advise and consult with City Attorney and Labor Relations staff on labor relations matters.
- 25% Conduct third step grievance appeal hearings
- Research and interpret nine labor contracts
 - Conduct legal and procedural analysis to determine whether the actions of management staff violated any contract provisions, laws, or previous agreement.
 - Mediate alleged violations; and create and implement proposed economic or procedural remedies.
 - Write formal dispositions to the grievance using relevant contract provisions, employment law or agreements.

Requirements for this position include a bachelor's degree in Human Resource Management or related area and five years of experience in a high level management representative in management/labor relations. A Law Degree or Master's Degree in a related area is highly desirable. This position also requires an ability to interpret and apply highly complex legal and contract principles to employee relations matters, highly developed written and oral communication skills, and interpersonal skills to effectively interact with labor unions, members of the Common Council, citizens and other City and governmental agencies. Equivalent combinations of education and experience may also be considered.

Changes in the Position

The changes in the position include the following:

- Assumed responsibility for personnel related functions and duties previously performed by higher level Assistant Bureau or Division Head positions including complaint investigations and mediations, Equal Employment Opportunity Commission (EEOC) and Workplace Violence investigations, residency investigations and disciplinary actions. These Assistant Bureau or Division Heads have been eliminated through various DPW reorganizations. (See chart on page 3)
- Assumed responsibility as DPW Representative for negotiations with another union, contract interpretation and some personnel related functions for approximately 90 additional employees when Parking Enforcement moved from the Police Department to DPW in 2000.

- Assumed responsibility for managing the Payroll and Safety Sections which includes 18 staff members and two direct reports in 2001. This includes responsibility for the Federal Drug and Alcohol Program and monitoring related legislation; and developing, implementing, and monitoring the Safety Program and the payroll function.
- Reestablished the Injury Review Committee, which consists of management and union representatives and meets with employees who have significant injuries or who have reinjured themselves, to educate people and prevent injuries.
- Oversees FMLA documentation for compliance and reviews cases that are particularly complex.
- Develops ADA policy, monitors for compliance, and does case review and analysis of accommodations and fitness for duty.
- Drafts policies and oversees the implementation of administrative and operational initiatives related to the creation of the Operations Division which resulted in members of two labor unions working the same jobs. This complex arrangement provided more flexibility for DPW but has also resulted in a number of contractual challenges and court actions.
- Increase in the scope and complexity of training provided by this position on topics such as FMLA Policy, ADA Policy, and Conducting Personnel Investigations.
- Represents DPW at Unemployment Compensation Hearings and City Service Commission Hearings whether or not the other party has an attorney due to the incumbent's legal background.

Analysis

The job evaluation process focuses on major changes that have occurred in the nature and level of work associated with a position rather than on increases in the volume of work, the individual's job performance, or the qualifications of the incumbents. The analysis also focuses on internal equity considerations that compare and contrast the breadth and scope of responsibility and the level of difficulty of similarly situated positions across City government.

The analysis of the merits of recommending a change in classification and/or compensation level for the Public Works Personnel Administrator will focus on:

- The extent to which reorganizations within DPW have had a significant impact upon the work of this position.
- The extent to which the changes in duties and responsibilities have increased the complexity of the work being performed as measured by the position's impact, accountability, decision making authority, and independent judgment.
- The extent to which this position is properly classified in comparison to other personnel related positions within City government as listed below:

Classification	Salary Grade	Department
Personnel Officers	007	DCD, Health Library
Human Resources Representative	007	DER
Labor Relations Officer	009	DER
Personnel Administrator	011	Police, DPW
Human Resources Manager	012	DER

This position was reclassified to its current title and salary grade in 1988 as part of the Management Pay Plan Study. The position was reviewed again in 1991 and no change was recommended. Some of the changes listed above have occurred over a number of years. For example, the addition of duties assumed from higher level DPW Division or Section Heads occurred as a result of a number of DPW Reorganizations. The table below indicates a number of changes over several years that have impacted the position under study to some degree.

<u>Year</u>	<u>Changes</u>
1993	The position of Street and Sewer Maintenance Assistant Superintendent was eliminated.
1995	The position of Bridges and Public Buildings Assistant Superintendent was eliminated.
1996	Infrastructure Division was created which combined the Bureaus of Bridges and Public Buildings, Engineers, Street and Sewer Maintenance, and Traffic Engineering and Electrical Services. The position of Traffic Engineering and Electrical Services Assistant Superintendent was eliminated.
1997	Building and Fleets Division was created and the position of Municipal Equipment Assistant Superintendent was eliminated but a new position of Fleet Services Manager was created in the same salary grade.
1998	The Safety Section is transferred from the Department of Employee Relations to DPW; and the payroll function is taken out of the DPW Divisions and centralized in the Administrative Services Division. At this time, neither of these functions is being managed by the position under study.
2000	Parking Enforcement with over 90 employees was transferred from the Police Department to the Department of Public Works.
2001	The position under study becomes responsible for managing Payroll and Safety staff and activities.
2002	Operations Division was created which combined the Divisions of Buildings and Fleet, Forestry, and Sanitation.
2003	The positions of Sanitation Services Superintendent and City Forester are combined into the position of Environmental Services Superintendent

It is recognized that many management positions in DPW and other City Departments have taken on additional duties as a result of reorganizations and/or the elimination of positions. This includes DPW Division or Section Heads who have also taken on some of the specific duties that were previously performed by Assistant Bureau or Division Heads. The position under study, however, has been affected by all of the reorganizations and as a result has become more policy oriented and involved with operational decisions such as those related to the Operations Driver/Worker positions. This position works very independently and has the authority to initiate investigations, hire staff, develop and implement training activities, and develop DPW policy on various topics such as limited duty, progressive discipline, and vehicle use.

While the changes associated with the position's involvement with ADA, FMLA, fitness for duty considerations have undoubtedly added to the volume of work of this position, these functions are performed by other human resources professional in Salary Grade 007 who are responsible for ensuring compliance with federal, state and city policies and procedures working directly with Department Heads, the Department of Employee Relations, and/or employment/labor attorneys from the City Attorney's Office.

The addition of the Safety and Payroll related functions, however, do represent a significant change in the scope and complexity of the position as defined by the added supervisory/managerial responsibilities associated with 18 additional staff members as well as expansion of the knowledge and skill requirements for the job. In addition, the elimination of a total of four Assistant Superintendent positions and the consolidation of eight Divisions into four through a number of reorganizations have shifted the work of this position from one that functioned in an advisory capacity to one with significant involvement and responsibility for:

- difficult personnel investigations associated with misconduct, residency violations, harassment and workplace violence allegations previously performed by Assistant Superintendents;
- direct involvement and decision making authority in relation to operational and policy matters that implicate provisions of nine labor agreements;
- centralization and consolidation of all personnel related functions including policy development, implementation and enforcement within all DPW Divisions.

In order to assess internal equity considerations the review of the position included a comparison with other human resource positions within the City and, as requested by DPW, comparisons to DPW management positions in Salary Grade 012 and 013.

Health Personnel Officer in Salary Grade 007

The basic function of this position is to, under the general direction of the Health Operations Director or Commissioner of Health, manage the human resources function for the Health Department which has approximately 300 positions. This includes staffing, recruitment, training, development, labor management relations, contract administration, job analysis and documentation, payroll and leave administration policies, worker's compensation and safety, performance evaluations, grievance administration, training and development, and disciplinary actions. This position supervises four employees. Other duties include ensuring that all personnel related functions and decisions are in compliance with applicable federal and state employment laws, civil service rules, state statutes and local ordinances, and collective bargaining agreements; develop personnel policies and procedures, monitor compliance, and provide guidance and direction in interpretation and enforcement; manage and monitor leave and benefits administration policies, payroll processing, and records; manage all aspects of employment investigations; represent the Department at administrative hearings; serve as the Department's Diversity, EEO, ADA, and Civil Rights Compliance Officer; and oversee training and development activities and services.

Library Personnel Officer in Salary Grade 007

The basic function of this position is to, under the general direction of the City Librarian, administer the human resource function of the Milwaukee Public Library which has approximately 400 employees. This includes personnel administration, labor relations, staff development, EEO and employee safety. Duties include the filling of all vacant positions, serving as a liaison with the City Service Commission, representing the Department at meetings, keeping current with employment laws and monitoring compliance, developing full knowledge of civil service rules, regulations, and city ordinance related to human resources; serving as a resource on labor contract issues and representing the Department at bargaining sessions; coordinating staff development and training; and serving as the EEO Officer and liaison with the Department of Employee Relations and Board of Trustees.

Labor Relations Officer in Salary Grade 009

The basic function of this position is to assist the Labor Negotiator in conducting City labor relations activities, especially those of a difficult and responsible technical nature that involves the City's largest, pattern setting unions; and assist with evaluating and monitoring Labor Relations staff work. This includes, on behalf of the Labor Negotiator, acting as a Team Leader for one of two management negotiating teams (General City employee unions or Protective Service employee unions) by reviewing staff work, communicating the Labor Negotiator's policies and directives, and reviewing all contemplated contract settlements, grievance arbitration settlements, contract administration memoranda of understanding, and related policy matters; conducting labor contract negotiations with some of the City's largest pattern-setting unions; assuming primary responsibility for pension, health insurance, and other important issues including cost analysis and liaison with City Attorney; and coordinating and directing Labor Relations policy and research functions.

Police Department Personnel Administrator in Salary Grade 011

The basic function of this position is to manage and supervise the Personnel Division; represent the Police Department Administration in all personnel and labor relations matters; and formulate, implement, and maintain sound and effective personnel-related policies and procedures. Duties include supervising the Personnel Division which has 17 positions; ensuring that Departmental personnel policies, and legal and labor contract requirements are met with the highest possible standard of productivity and efficiency; representing the Chief and the Department with all labor relations matters and Fire and Police Commission matters; conducting regular briefings for Department executive staff; developing, establishing and maintaining personnel and labor relations policies and ensuring they are communicated to Department Commanders and adhered to; and overseeing personnel transactions including the preparation of Department orders. The Police Department has approximately 2,600 employees.

Human Resources Manager in Salary Grade 012 (Compensation)

The basic function of this position is to direct the activities of the Compensation, Certification and Salary Services, and Training and Development Services Sections; administer an internally equitable and externally competitive job evaluation/compensation system; direct Citywide training initiatives; and oversee administration of the Tuition Benefit program. This includes job evaluation and Pay Plan administration; certification and pay services administration; directing the development of training

programs in areas such as computer programs, customer service, new employee orientation, and performance improvement; and assisting Employee Relations staff, City Departments, Union Representatives, and employees regarding personnel procedures. This position has responsibility for nine employees.

Sewer Services Manager in Salary Grade 012

The basic function of this position is to direct all aspects of the Underground Operations Unit. Specific duties include responsibility for all personnel matters involving policies, discipline, promotions, vacations, sick leave, labor relations, rules and regulations, safety equipment, and training (30%); determining, developing, and administering Sewer Maintenance programs that create and maintain high service levels (20%); prepare and approve various correspondence (10%); direct supervision of subordinates (10%); manage and assist in preparation of the Sewer Maintenance operations and capital budgets (10%); directing the Sewer Maintenance Emergency Response Programs (10%); representing the Section before the Common Council, committees, and legislative bodies, and other departments and organizations, and attend training, seminars and staff meetings (5%); and assume the duties of the Field Operations Manager in his or her absence (5%). This position has responsibility for 90 positions and three direct reports.

Street and Bridges Services Manager in Salary Grade 013

The basic function of this position is to direct all operations of the Street and Bridge Maintenance Section. This includes managing and assisting in the preparation of the Section's operations and capital budgets, and managing and being responsible for all personnel activities. Specific duties include responsibility for all Section personnel matters involving Division policies, discipline, promotions, vacations, sick leave, labor relations, rules and regulations, safety equipment, and training for Street and Bridge Maintenance Crews (25%); directing and supervising Street and Bridge Maintenance programs, crew activities, and equipment (20%); managing and assisting in the preparation of the Street and Bridge Maintenance operations and capital budgets (10%); directly supervising three Street Repair District Managers and one Bridge Maintenance Manager, and performing duties of the Field Operation Manager in his/her absence (15%); preparing and administering contracts for asphalt resurfacing, crackfilling, and pavement repair (10%); approving all section reports, investigations, and correspondence, and establishing rates and charges for reimbursable activities including inspections, excavation repairs, and asphalt mix production (10%); and supervising snow removal operations, approving requisitions for all purchases and supplies, appearing before Common Council Committees and other legislative bodies regarding Section activities, and other duties as assigned (10%). This position has responsibility for approximately 180 positions and has four direct reports.

As seen above the first two positions of Health Personnel Officer and Library Personnel Officer in Salary Grade 007 also are involved with a variety of human resource functions including labor relations, grievances, safety, training, discipline, and compliance with Civil Service Rules and employment laws. These two positions work with smaller departments, however, that do not have the variety and complexity of work that is involved with the Department of Public Works. The Police Department Personnel Administrator position in Salary Grade 011 also oversees a number of human resource functions and works for a large department with 2,600 employees. The Department of Public Works has approximately 2,100 employees. Unlike the position under study, however, the Police Department Personnel Administrator does not handle discipline. The Human Resources Manager specializes in the areas of compensation, pay administration, and training but it is on a City wide basis and also has a large impact and consequence of error.

The positions of Sewer Services Manager in Salary Grade 012 and Street and Bridges Services Manager in Salary Grade 013 have personnel responsibilities in addition to their operational responsibilities, some of which was delegated to them with the elimination of other positions. They also have a higher level responsibility for operations and larger staffs with 90 positions for the Street Services Manager in Salary Grade 012 and 180 positions for the Street and Bridges Services Manager in Salary Grade 013.

The Department indicated that they compare the position under study to DPW Managers in Salary Grades 012 or 013 that are in charge of a major specific function within the Department. They indicated that the greatest responsibility for this position is to ensure that decisions by DPW Managers regarding personnel actions are correct, labor contracts are enforced, and the City is protected from liability. With

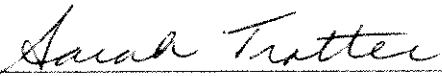
the additional duties listed above the complexity, degree of difficulty, and supervisory responsibility have increased and the consequence of error is high.


A review of the management job evaluation factors indicates that some levels should be increased. Based on our review the management job evaluation factors should be as follows:

Factor	Level	Points
Impact & Accountability	14	277
Knowledge & Skill	10	154
Relationship Responsibility	9	67
Working Conditions	1	5
	Total Points	503
Salary Grade 012: 466-534 Points		

Recommendation

Based on the above analysis we recommend the position of Public Works Personnel Administrator in Salary Grade 011 be reallocated to Salary Grade 012.

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Reviewed by: 
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