



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Deborah Ford**  
Labor Negotiator

July 13, 2015

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

Dear Committee Members:                      Re: Common Council File Number **150340**

The following classification and pay recommendations will be submitted to the City Service Commission on **July 14, 2015**. We recommend these changes subject to approval by the City Service Commission.

In the Election Commission, one new position is recommended for classification to Program Assistant I, Pay Range 5EN.

In the Library, one position of Library Business Operations Manager, Pay Range 1FX is recommended for reclassification to Assistant Director – Library Operations, Pay Range 1HX.

In DPW-Water Works, one new position is recommended for classification to Program Assistant II, Pay Range 5FN.

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

Sincerely,

Maria Monteagudo  
Employee Relations Director

MM:fcw

Attachments: 3 Job Evaluation Reports  
Fiscal Note

C: Mark Nicolini, Dennis Yaccarino, John Ledvina, Deborah Ford, Victoria Robertson, Neil Albrecht, Theresa Gabriel, Molly King, Paula Kiely, Joan Johnson, and Consuelo Hernandez, Carrie Lewis, Ghassan Korban, Preston Cole, Laura Daniels, Dan Thomas, Arvis Williams and Dawn Crowbridge



**JOB EVALUATION REPORT**

City Service Commission Meeting Date: July 14, 2015

**Election Commission**

Current	Request	Recommendation
New Position	Program Assistant I PR 5EN (\$40,501 - \$46,724)	Program Assistant I PR 5EN (\$40,501 - \$46,724)

**Action Required - Effective Pay Period 18, 2015 (August 16, 2015)**

In the Positions Ordinance, under Election Commission, General Office, add one position of "Program Assistant I".

**Background**

The Executive Director of the Election Commission, Neil Albrecht, has requested the classification of a new position submitted for approval at the July 17, 2015 Finance and Personnel Committee Meeting. A job description was provided and discussions were held with Theresa Gabriel, Election Services Manager.

**Duties and Responsibilities**

The basic function of this position is to provide office support for all activities associated with assigning Chief Inspectors, Election Inspectors, and other election workers to polling sites, training of election workers, scheduling training locations and dates, and processing payroll for election workers after each election. This position is required to be fluent in English and Spanish. Duties and responsibilities include the following:

- 25% Recruit new election workers in order to maintain a sufficient pool of workers, including those who are fluent in English and Spanish.
- 20% Organize election worker training sessions; review and revise training manuals and curriculum; secure instructors and training locations as needed; train instructors and supply them with manuals, forms, and other materials; print rosters; and conduct training as needed.
- 20% Train and supervise temporary office staff; review work to check for accuracy; and perform general office duties, and other duties as assigned.
- 15% Maintain election worker database and HRMS (Human Resources Management System) records by coordinating election worker schedules; organize various mailings to election workers including printing mailing labels and drafting correspondence; prepare training schedules; assess the need for recruiting additional election workers; and assign election workers to polling sites.
- 15% Ensure compliance with Section 203 of the Voting Rights Act including evaluation of language skills and other skills of bilingual (English/Spanish) election worker applicants; translate election materials as needed; assign qualified election workers to polling sites

requiring bilingual workers; analyze the need for language assistance after each election based on reports from polling sites; document and address issues as they arise related to Section 203 compliance; and work with the Advisory Task Force by scheduling quarterly meetings, drafting and issuing meeting notices, securing location and time of meetings; addressing election-related needs and concerns of Task Force members, maintaining meeting records, and preparing reports.

- 5% Assist with the payroll process for election workers who only work on Election Days at the polls; enter data in the payroll software; ensure that election workers complete all paperwork for employment; and respond to questions about payroll.

Requirements include four years of office support experience, including one year at the Office Assistant III level or above, performing duties related to the position; and fluency in English and Spanish. These minimum requirements for this position have not yet been established for purposes of staffing.

This new position will primarily perform administrative work related to recruiting, training, and paying election workers and assigning them to polling sites. This position is required to be fluent in Spanish and English as it performs some duties related to compliance with Section 203 of the Voting Rights Act. Section 203 includes requirements for providing bilingual election workers and materials at some polling sites based on census data. Related duties include evaluation of language skills of election worker applicants, translating election materials, assigning qualified election workers to polling sites requiring bilingual workers, and providing administrative support to the Election Commission Advisory Task Force.

The Department currently has a position of Program Assistant I that has many of the same duties and responsibilities including duties associated with recruiting election workers, assigning them to polling sites, training, and payroll. Although this new position has a bilingual requirement and some additional duties the primary focus will be administrative work related to recruitment, training, payroll and assigning election workers to polling sites.

It is therefore recommended that if this new position is approved by the Common Council, that it be classified as Program Assistant I in Pay Range 5EN (\$40,501 - \$46,724).

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

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

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

## JOB EVALUATION REPORT

City Service Commission Meeting: July 14, 2015

### Library

Current	Request	Recommendation
Library Business Operations Manager PR1FX (\$62,338 - \$87,270)	Assistant Library Director - Operations PR 1JX (\$80,442-\$112,627)	Assistant Director - Library Operations PR 1HX (\$70,827-\$99,154)

### Action Required

In the Salary Ordinance, under Pay Range 1FX, delete the title "Library Business Operations Manager", and under Pay Range 1HX, add the title "Assistant Director - Library Operations".

In the Positions Ordinance, under Library, Administration Services Decision Unit, Administration Bureau, Administration Services Division, delete one position of "Library Business Operations Manager" and add one position of "Assistant Director – Library Operations".

### Background

The Library Director has requested a classification study and review of the Library Business Operations Manager position recently vacated by Taj Schoening. This position is in Pay Range 1FX (\$62,338 - \$87,270). The Director's request stems from her desire to reorganize the administrative functions of the Library and increase the scope, responsibility, and leadership role of this position.

The Library Director anticipates that this position will play a key role in planning and executing the library's strategic plan, operational efficiencies, and long term facilities and fiscal management. For those reasons, the Director is also requesting that the position be exempted from the provisions of civil service. (That request and DER's recommendation will be presented to the City Service Commission as a separate item).

### Duties and Responsibilities

The new job description for the Library Business Operations Manager position subject to this classification review indicates that this position is responsible for overseeing all aspects of the Operations Division of the library, providing leadership and oversight in the areas of Finance (accounting, budgeting, and purchasing), Facilities and Fleet (construction, maintenance, custodial services, and transportation), Security (equipment and personnel), Human Resources (organizational development and volunteer management), and Administrative Support. The Assistant Director - Operations works as a member of the Leadership Team along with the Deputy Director - Public Services and the Assistant Director - Collections, Technical Services, and IT (CTI), and others reporting to the Library Director. The Assistant Director - Operations relates the division's work to the strategic plan and provides support to achieve Customer, Community, and Organizational Outcomes. The incumbent assumes command of the MPL System in the absence of the Director, Deputy, and Assistant Director – CTI. The general duties and responsibilities of this position are summarized below:

30% **Finance & Business:**

- Develop and manage annual operating, capital improvement, and grants budgets (CDBG, MPL Foundation, LSTA, IMLS, and other) to support the Library's strategic plan and specific objectives established by the Library Board/Director.
- Manage the Library's Trust and Gift Fund and Foundation funds, working with contracted investment manager. Produce and maintain regular and ad hoc reports for Library Board/Director
- Develop legal documents in conjunction with the City Attorney's Office, including Requests for Proposals, Bids, and contracts for library construction and service agreements, ensuring all city requirements are included and monitored. Consult with the Equal Opportunity Enterprise Program representatives and ensure EBE participation in Library contracts.
- Oversee risk management program including insurance review, evaluation and claims.

25% **Facilities Development:**

- Oversee long-term maintenance plan for all current and future buildings and prepare information for annual hearings before the Capital Improvements Committee.
- Work with the Branch Redevelopment team, including the Facilities Construction Project Manager, supporting the development of RFPs, Contracts, Development Agreements, Condominium, and other agreements.
- Serve as, or contracts for, owner's representative on all construction projects, participating in design, bidding, contracting, and construction phases.
- Serve as Americans with Disabilities Coordinator for facilities.

20% **Planning and Directing:**

- Develop short and long term plans to meet objectives and seek improvements in practices and policies to streamline operations and achieve cost savings.
- Lead, track, and monitor progress on system-wide initiatives
- Coordinate planning and implementation of revenue generating services to the public, business and institutions, including cost-benefit analysis, pricing, and contract administration.

20% **Supervision of Division Units:**

Provide direction, support, and oversight to direct reports including the following:

<u>Title</u>	<u>Functional Responsibility</u>
General Accounting Manager	<i>Accounting and Payroll</i>
Facilities and Fleet Manager	<i>Building and Fleet Maintenance</i>
Security Manager	<i>Building security/safety including contracted services</i>
Human Resources Manager	<i>Recruitment and hiring, succession planning, volunteers, employee relations</i>
Administrative Services Manager	<i>Procurement, administrative support, Room Scheduling, Records Management, and Telecommunications</i>

- 5% Represent the Library in the community, assume command of the Library in the absence of the Director, Deputy Director, and Assistant Director - Technical Services, and assume other major administrative responsibilities and projects as assigned by the Library Director.

**Analysis**

The Library Business Operations Manager under the Library Director’s proposal will become part of the executive level Library team and as such will play a key role in planning and executing the library’s strategic plan. The Director will look to this position to provide high-level leadership by formulating policies and developing long range strategies for improving library business practices as well as seeking collaborative and innovative solutions to fiscal and operational challenges.

This scope of responsibility and general impact of this position under the Library Director’s proposal will shift from a section manager to the third person in command of the Library in the absence of the Director. The position will also be expected to represent the Director and the Library Board at professional conferences (Public Library Association, American Library Association, and Urban Library Council) and will be expected to act as the Director’s designee at Common Council Committee hearings with authority to speak and make decisions on behalf of the Library.

The chart below depicts the organizational structure and relevant classifications, pay ranges and oversight areas within the Library’s executive leadership team.

<b>Library Director</b> PR \$103,841 - \$145,382		
<b>Deputy Library Director- Public Services</b> PR \$91,404 - \$127,962	<b>Assistant Director-Information Technology and Technical Services</b> PR \$75,478 - \$105,669	<b>Library Business Operations Manager</b> Current PR: \$62,338 - \$87,270
<i>Central Library Branch Libraries Youth and Outreach Programs</i>	<i>Information Technology Collection Management Technical Services Virtual Services</i>	<i>Accounting/Finance/Procurement Facilities/Fleet/Security Capital Improvement/Budget Human Resources Administrative Services</i>

In determining the appropriate classification and pay range for this position the Department of Employee Relations reviewed the classification and pay range of other positions within the city service with comparable budget/financial/operations responsibilities. Maintaining internal equity within the City’s classification structure is one of the key principles we observe when reviewing classifications and making recommendations for changes. The following table identifies the relevant positions reviewed in conjunction with this analysis.

Classification	Pay Range	Department
<b>Business Operations Mgr-Health</b>	PR 1FX (Former SG 9)	Health
<b>Business Finance Manager</b>	\$62,338 - \$87,270	Fire Department
<b>Library Business Operations Mgr</b>		Library
<b>Business Operations Mgr-DNS</b>		DNS
<b>Port Finance Officer</b>	PR 2JX	Port
<b>Budget &amp; Mgmt Reporting Mgr</b>	PR 1HX (Former SG 11)	DCD
<b>Finance and Planning Manager</b>	\$70,827 - \$99,154	DPW
<b>Police Budget &amp; Admin Manager</b>		Police
<b>Finance and Administration Manager</b>	PR 1IX (Former SG 12) \$75,478 - \$105,669	DCD

A review of the scope of responsibility of positions in Fire, Health, DNS, and the Port reveals that the position under study is the only that appears to have strategic planning responsibilities reporting directly to the Library Director and being required to support, promote, and further not only the mission and vision of the Milwaukee Public Library but the desire of the Library Board.

The Library Board is responsible under Chapter 43 of the state statutes for the general management, regulation and control of the Library. This oversight structure requires the position under study to independently serve and support the Board's Finance and Personnel Committee and the Board's Building and Development Committee responsible for recommending changes in existing space needs, approve major alterations and, when appropriate construction of new facilities.

The position is also responsible for reviewing the performance of the investment broker, investment management firm, or banking institution at least quarterly and report their findings accordingly. Under the proposed structure, the position will also provide oversight to the Library's human resources and security sections.

Comparisons with the positions of Budget and Management Reporting Manager in DCD, Finance & Planning Manager in DPW, and Police Budget and Administration Manager reveal that the budget, contract, procurement, and accounting responsibilities are more consistent with this level. For example the Finance and Planning Manager is responsible for all financial support functions within the Department of Public Works including budget preparation and monitoring, accounting activities, inventory management and procurement administration. This position directly oversees the work of 10 employees including a DPW Inventory and Purchasing Manager, a Business Operations Managers , a Management and Accounting Officer, two Business Services Specialists, 4 Accounting Assistants, and 1 Program Assistant.

The Police Finance and Planning Manager is responsible for financial management and planning for the Police department at the policy development level. The position has responsibility for capital and technical project management including policy level review and implementation, capital and grant budget preparation and monitoring, accounting activities and other financial duties.

A review of the highest level position within the relevant classifications, the Finance and Administration Manager in DCD, reveals that the focus of the position is more financial/accounting in nature and that one of the most unique features of the position is its responsibility for performing complex financial/accounting responsibilities in support of programs and activities of the Redevelopment Authority of the City of Milwaukee (RACM) and the Neighborhood Improvement Development Corporation (NIDC) in addition to the Department of City Development. This position spends approximately 60% of the time performing general accounting, cash and investment management functions including:

- supervising all of the components of accounting, investments & banking, accounts payable, special program accounting, servicing of loans, and general and subsidiary ledger maintenance;
- supervising the preparation, analysis and distribution of financial audit reports for RACM & NIDC Boards, external customers and regulatory agencies;
- supervising the maintenance of all books of accounts and supporting documentation, and supervise the preparation of year-end adjusting and closing entries and work closely with external auditors in preparing annual RACM, NIDC and TID financial statements.

In addition, this position is responsible for establishing accounting policies for RACM and NIDC and in conjunction with City, Federal and State changes; supervising the management of cash flow for both RACM & NIDC, including investing excess cash and liquidating investments as needed.

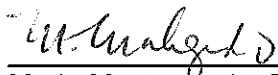
The scope of responsibility and the complexity of the financial and accounting functions supervised by this position in DCD are stronger and more specialized than the position under study. A reclassification to this level is therefore not recommended.

### **Conclusion and Recommendation**

The request from the Library Director to reclassify this position to Assistant Director-Library Operations is justified on the basis of the shift in the positions overall scope of responsibility within the Library's organizational structure. However, a review of this position within the City's classification and pay structure does not support a reclassification to the requested level, PR 1JX \$80,442-\$112,626. This four grade reclassification is unprecedented and may only be justified as a result of a significant reorganization and a complete re-design of a position's duties and responsibilities. However, the changes that prompted this reclassification request do not meet that threshold.

The position's placement within the Director's executive team with responsibility for policy formulation and authority to represent the Milwaukee Public Library within the City and in the community as well as its responsibility for negotiating legislative changes and committing resources and make decisions on behalf of the Library warrant a level that is higher than the comparable positions in Health, Neighborhood Services, Fire and the Port.

We therefore recommend that this Library Business Operations Manager position in Pay Range 1FX (\$62,338 - \$87,270) be reclassified to Assistant Director-Library Operations, Pay Range 1HX (\$70,827-\$99,154).

Prepared by:   
Maria Monteagudo, Employee Relations Director



**JOB EVALUATION REPORT**

City Service Commission Meeting: July 14, 2015

**DPW-Milwaukee Water Works**

<b>Current</b>	<b>Requested</b>	<b>Recommended</b>
New Position	Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruitment is at \$42,539	Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruitment is at \$42,539

**Background**

In January of this year the Administration and Projects Manager of the Milwaukee Water Works requested that a new position approved in the department's budget be classified as a Program Assistant II. In studying this request, we reviewed the job description created by the department held discussions with Laura Daniels, Administration and Projects Manager.

**No Action Required**

**Duties and Responsibilities**

As envisioned by the Water Works, this position will have responsibility for ensuring the integrity of data associated with the work performed by the Water Distribution Section. This includes the data associated with water hydrant inspections and dead-end flushes. The Water Works currently maintains 20,000 water hydrants, performs 10,000 hydrant inspections annually, and performs 1,000 dead-end flushes annually. This database includes data such as the precise location of the each hydrant, type of hydrant, hydrant components, date of initial installation, dates of repair, types of repairs, materials used in repairs, dates of inspections, results of inspections, results of dead-end flushes, and any notes written by supervisors. The employee performing the work will review work orders in the database to ensure that records are accurate, complete, and not duplicated elsewhere. Deficiencies in data will be reported to the Water Distribution Manager for action.

Secondly, the employee performing this job will compile data on paving plans as reflected in notes and forward relevant information to supervisors and assigned field crews. Thirdly, the employee performing the work will input data such as call-out response records, repair times, and water main breaks to provide regular and consistent reports for managers and supervisors to use in planning and executing work. Finally, the employee performing this job will serve as the Section's highest level user of information technology. As such, the employee will serve as a section liaison for network applications, train Distribution employees on new and upgraded applications; research new applications; and be a member of the team engaged in improving the wireless work order system and customer information system (enQuesta). Other duties will include performing special projects and compiling data for the Section's annual employee awards program. Throughout employment, the employee will be expected to identify opportunities to improve processes and leverage information technology in that effort.

## Requirements

Minimum qualifications required to enter the job include four years of clerical experience performing the type of duties related to the job. Relevant knowledge, skill, abilities and competencies required for successful job performance (not necessarily entrance into the job) include the following. The minimum requirements for this position have not yet been established for purposes of staffing.

- Ability to read construction plans, as-builts (revised drawings submitted by contractors or employees upon completion of a project or job), and different maps
- Ability to navigate databases and the departments customer information systems
- Ability to use MS Excel, Word, and Access
- Ability to maintain confidentiality and accuracy in preparing and entering dataAbility to work as part of a team
- Ability to work independently, prioritize work and meet deadlines

## Analysis

This job analysis indicates that the nature of work performed by this new position is that of an office support position specialized in maintaining databases and using information technology to improve work processes. The knowledge and skill required to perform this particular specialty appears to be more than a generalist office assistant.

In City government, Program Assistants perform a variety of administrative work in support of a program or distinct area of operations within a City department. The particular duties and responsibilities of a position are determined by the department in which it functions. The term "program" is intended to be broad in application, encompassing the work of a bureau, division, section, or specific program in a department. The level of work in this series is considered semi-professional since positions in this series serves as a "bridge" between office support positions and professional occupations requiring a bachelor's degree or equivalent.

The Program Assistant series consists of three levels. The "I" level requires four years of office support experience performing duties related to the occupational area in which the position is assigned, with at least one year of experience at the level of Office Assistant III or above. The "II" level requires the level of knowledge and skill normally obtained with a bachelor's degree in an appropriate area or equivalent. The "III" level is reserved for positions that perform 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 obtained with a bachelor's degree, these positions require in-depth knowledge of technical and/or administrative processes.

### Program Assistant I (PR 5EN \$40,501 - \$46,724)

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 (PR 5FN \$40,516 - \$48,248)


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.


Discussions with the department indicate that, over a reasonable period of time, the employee performing the job will be expected to not only record data but also analyze and make recommendations regarding work processes in the Water Distribution Section. In addition, the technical knowledge required to effectively use and maintain databases is a higher level of skill than generalist office work. For these reasons, it is recommended that the position be established as a Program Assistant II, as requested by the department.

**Recommendation**

We recommend that this new position be classified as a Program Assistant II, Pay Range 5FN (\$40,516 - \$48,248).

Prepared by:   
Laura Sutherland, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director