



Department of Employee Relations

July 20, 2007

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

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

Dear Committee Members:

Re: Common Council File Number 070485

The following classification and pay recommendations will be submitted to the City Service Commission for consideration on July 24, 2007. We recommend these changes, subject to approval by the City Service Commission:

In the Department of Public Works-Operations Division-Sanitation Services, four new Office Assistant IV, PR 445.

In the Election Commission, one new position of Community Outreach Liaison, SG 004.

In the DPW-Water Works, one new position of Water Security Manger, SG 007 and one position of Water Security Manager, SG 007 was recommended for reclassification to Water Information Systems Security Manager, SG 007.

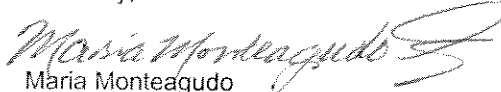
In the DPW-Operations Divisions – Building and Fleet Services, one position of Security Manager, SG 006 was recommended for reclassification to Security Manager, SG 008.

In the Election Commission, one position of Election Services Manager, SG 006, incumbent, Neil Albrecht was recommend for reclassification to Election Services Manager, SG 010.

In the Department of Neighborhood Services, 23 positions were recommended for classification and pay recommendations for various managerial and supervisory positions.

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: 6 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, Renee Joos, Marianne Walsh, Troy Hamblin, Betty Schraith, Joe Alvarado, Carrie Lewis, Laura Daniels, Jeffery Mantes, James Purko, Dan Thomas, Venu Gupta, Martin Collins, Jeffrey Crouse, Thomas Mishefske, Wanda Booker, Mary Bengsch, Jeff Smith, Leonard Moye, Susan Edman, Neil Albrecht, Amy Purvis, John Weigman (Local #61)

Job Evaluation Report

City Service Commission Date: July 24, 2007

Department: Department of Public Works-Operations Division-Sanitation Services

Current	Request	Recommendation
4 New Auxiliary Positions	Office Assistant IV PR 445 (\$34,669-\$38,232)* 4 Auxiliary Positions	Office Assistant IV PR 445 (\$34,669-\$38,232)* 4 Auxiliary Positions

*Local 61, LIUNA rates of pay

Action Required

No action required in the Salary or Positions Ordinances.

Background

In October of 2004, James Purko, Operations Division Director, requested classification of a new auxiliary position of Office Assistant IV in the Sanitation Section of the Department of Public Works-Operations Division. The 2007 budget requests four positions of auxiliary Office Assistants IV. In studying these new positions, staff met with Ms. Wanda Booker, Sanitation Services Manager, Mary Bengsch, Sanitation Area Manager, Jeff Smith, Sanitation Area Manager, and Betty Schraith, Labor Relations Officer with the Department of Employee Relations. Staff also reviewed an updated job description.

Duties and Responsibilities

These new positions will be responsible for providing administrative support to Sanitation Services field managers. This will include keeping computerized records, data entry and retrieval, compiling statistical reports and general office duties. Duties, responsibilities, and requirements include:

- 50% Maintain Computerized Records and Office Correspondence
 - Compose and produce correspondence and other documents using word processing software
 - Create and update spreadsheets on Sanitation District work progress, referrals and equipment downtime.
 - Update DPW Call Center database for citizen and aldermanic service requests
 - Keep accurate records of DNS and City-owned vacant lot cleanup orders for Mayor's Accountability in Management AIM reporting
 - Update records on salt, calcium and garbage/recycling car inventories in various databases.

- 20% Computerized mapping
 - Assist in computerized mapping of various sanitation services including garbage and recycling collection, cart replacement, street and alley sweeping, salt and plow routes
 - Use GIS software to plot hardships, litter cans, odd fronts, and other service criteria on route maps

- Update maps to show vacant lot and DNS cleanups by quarter section, route and Sanitation Services district/area
- 10% Maintain personnel records
- Maintain complete, accurate and up-to-date personnel records such as absence analysis calendars, training logs, safety meeting attendance and County worker timesheets
 - Update daily frequency reports and maintain log of assigned vehicles, including parking location
- 10% Customer Service Referrals
- Provide excellent customer service to aldermen and citizens calling with service requests or complaints. Promptly dispatch calls to the appropriate supervisor for rapid response
 - Communicate with field staff over two-way radio
- 10% Assist in general ice control and snow plowing activities and other related duties.

The position requires four years of progressively responsible clerical experience with at least 6 months at the level of an Office Assistant III or above. Knowledge, skills, and abilities must include:

- Proficiency in word processing, spreadsheet, and data base software
- Excellent keyboarding skills
- Strong written and oral communication skills
- Excellent customer service skills
- Ability to interpret maps
- Ability to perform under pressure and maintain a professional demeanor

Background

The Department of Public Works Operations division is requesting the creation of these new clerical support positions to work at three of the Sanitation field locations. The positions will be responsible for providing support to the Sanitation Field Managers by keeping computerized records, producing office correspondence, assisting with computerized mapping of sanitation services, keeping personnel records, and responding to customer service requests. In addition the position may assist in general ice control and snow plowing activities.

In the past, positions of Field Headquarters Coordinator, (Pay Range 741, \$35,644-\$39,206 annual) were responsible for coordinating the flow of information to and from the sanitation field locations, fielding customer service calls, completing time cards and district work records, and providing support during snow and ice control operations. With the creation of the DPW Call Center and the centralization of payroll functions into the DPW-Administration division, the nature of clerical support needed at the field locations has changed.

In the past sanitation field locations had received and handled a high number of customer service requests via phone and relayed messages to appropriate city departments. That function is now handled by the DPW Call Center. While customer service response remains an important component of these proposed positions, Sanitation Field locations now receive approximately 20 calls per day on customer service requests. Prior to the creation of the Call Center, locations could receive approximately 125 calls per day.

In the past Sanitation Field Headquarters Coordinators were also involved with preparing employee timecards and entering performance measures and work numbers into the online time entry system. They were also responsible for related personnel recordkeeping on employee absences, training, and safety meeting attendances. With the transfer of the payroll function to the DPW Administration Division, these new Office Assistant IV positions involvement with personnel records will include only tracking employee attendance for workforce planning, and at training and safety meetings.

A new emphases for clerical support envisioned in the Office Assistant IV job description is on maintaining computerized records, using word processing to produce office correspondence, and assisting with computerized mapping of sanitation services. These positions will require a different set of knowledge, skills, and abilities that include proficiency in word processing, spreadsheet, and data base software, as well as excellent keyboarding skills.


There is currently one position remaining with the title of Field Headquarters Coordinator. It is the department's intent to fill two of the positions of Office Assistant IV as soon as practical and the final position when the current Field Headquarters Coordinator retires.

Analysis & Recommendation

The duties, responsibilities and requirements of these proposed positions appear to be consistent with the classification of Office Assistant IV allocated to Pay Range 445. Office Assistant IV represents the highest bona-fide clerical level in City government. . The Office Assistant IV is distinguished from the 'III' level primarily by a significantly higher level of responsibility exercised and secondarily by a higher degree of knowledge and skill required to effectively perform the work.

Positions in the classification of Office Assistant IV may serve as a group leader or be responsible for a specific department/division process. Positions that exercise responsibility for a specific service area are required to have extensive knowledge of complex processes that have a significant consequence of error. Other current assignments of Office Assistant IV include the Department of City Development, other DPW divisions, and the Health Department.

Based upon our analysis, the positions under study appear to be best represented by the Office Assistant IV. We therefore recommend classifying these four new auxiliary positions as Office Assistant IV in Pay Range 445.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

City Service Commission Date: July 24, 2007
 Department: Election Commission

Current	Request	Recommendation
New Position	Study of Position	Community Outreach Liaison SG 004 (\$42,478-\$59,468)*
<p>Rationale: This new position will be responsible for creating a recruiting and staffing plan for poll workers as well as the actual recruiting, testing, interviewing, hiring and training of poll workers. This new position appears most comparable to the classifications of Administrative Specialist-Senior and Community Outreach Liaison in SG 004. Because of the emphasis this position will have on coordinating recruitment with the community, we recommend the title of Community Outreach Liaison.</p>		

*2006 Rates

Action Required

In the Positions Ordinance, under the Election Commission, Election Service Division, delete one position of "Elections Recruiter/Trainer" and add one positions of "Community Outreach Liaison".

Background

The Election Commission Executive Director Susan Edman has requested the classification of a new position created in conjunction with the 2007 budget that will focus on Poll Worker recruitment and training. Staff reviewed a new job description and met with Executive Director Susan Edman and Election Services Manager, Neil Albrecht.

Duties and Responsibilities

The basic function of this position will be to coordinate the recruitment, hiring, training and assignment of poll workers for elections. The position will assist the Election Commission management team in continually improving the election process. Specific duties, responsibilities and requirements include:

- 20% Create a recruitment plan to ensure a diverse and highly qualified pool of Poll workers. This plan will include recruitment of high school and college age students, expansion of the "Adopt-a-Site" program, and support from major corporations in the City of Milwaukee.
- 20% Conduct community outreach in the recruitment of poll workers. This shall include outreach to the African-American, Hispanic and Hmong communities.
- 20% Screen, interview and hire poll workers. This shall include the establishment of minimum qualifications for all position, the development of an interview and testing process, and the selection of qualified individuals.

- 15% Create a training plan and training materials for poll workers. Conduct training for poll workers. Handle all logistics for conducting training with other City of Milwaukee departments.
- 10% Create a staffing plan for elections including all recordkeeping and operating procedures.
- 5% Create and revise as necessary the job descriptions and requirements for all poll worker positions.

The position requires a related Bachelors degree such as Business Administration or Human Resources and two years of related experience including experience working with community organizations, recruitment and staffing, and conducting training.

Analysis

This new position will be responsible for creating a recruiting and staffing plan for poll workers as well as the actual recruiting, testing, interviewing, hiring and training of poll workers. The position will conduct outreach with community organizations and local corporations in order to ensure a diverse and qualified group of poll workers.

Knowledge, skills, and ability must include:

- Strong research and project management skills
- Strong interpersonal skills,
- Strong written and oral communication skills
- The ability to work with people of diverse backgrounds
- Proficiency with Microsoft Word and Excel
- The Ability to work independently and be self-motivated
- The ability to exercise sound political judgment.

In reviewing other related positions citywide, we considered the following positions:

Administrative Specialist-Senior, SG 004

Positions in this classification typically have administrative responsibility for specific departmental programs or services. Examples include a position in the Milwaukee Public Library that is responsible for the daily operation of the Circulation Bureau. This includes supervision and decision making activities for the Bureau in the absence of the Librarian V. Another example includes a position in the Department of Administration-Business Operations Division responsible for administrative services of the Purchasing Division that includes coordination of the Procurement Card program, citywide petty cash management and citywide inventory monitoring. The classification of Administrative Specialist – Senior usually requires a bachelor's degree or equivalent as well as two years of work experience in a related area.

Human Resources Analyst-Senior, SG 005

This position performs a full range of professional duties relating the personnel functions in the Health Department. Position assists the Health Personnel Officer by assisting in the development and administration of human resource policies and programs, recruitment interviewing and selection activities for the Health department, and employee/labor relations activities. The position requires a Bachelor's Degree and 2 years of related experience.

Community Outreach Liaison, SG 004

This position spearheads the Community Outreach Program on behalf of the Neighborhood Improvement Development Commission to create a bridge between the Community (including residents, neighborhood organizations, real estate professionals, lenders and other community stakeholders) and its housing development programs. This includes integrating community outreach activities into housing and economic development programs, working with community-based organizations, and facilitating partnerships. The position requires a related Bachelors Degree and years of experience that includes community development work.

This new position appears most comparable to the classifications of Administrative Specialist-Senior and Community Outreach Liaison in SG0 04. While these positions vary in duty and responsibility, there is a similarity in nature of work including administrative responsibility for programs and working with community-based organizations. While there is a similarity in recruitment and selection responsibilities to that of the Human Resources Representative in the Health department, the position under study does not have responsibility for the higher-level discipline and labor relations functions.


Because of the emphasis this position will have on coordinating recruitment with the community, we recommend the title of Community Outreach Liaison.


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

Factor	Level	Points
Impact & Accountability	4	68
Knowledge & Skill	4	57
Relationship Responsibility	4	26
Working Conditions	1	5
Total Points		156
Salary Grade 004: 152-174 Points		

Recommendation

Based upon the above analysis, we recommend this new position be classified as Community Outreach Liaison in Salary Grade 004.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: July 24, 2007

Department: DPW – Water Works

Current	Request	Recommendation
Water Security Manager Salary Grade 007 (\$51,440 - \$72,013)*	Water Information Systems Security Manager Salary Grade 007 (\$51,440 - \$72,013)*	Water Information Systems Security Manager Salary Grade 007 (\$51,440 - \$72,013)*
New Position	Security Manager Salary Grade 006 (\$48,257 - \$67,566)*	Water Security Manager Salary Grade 007 (\$51,440 - \$72,013)*

Rationale:

The scope and volume of security responsibilities within Milwaukee Water Works has expanded so that the Department needs two positions. The current position will focus on information systems security and other information technology work so we recommend the new title of Water Information Systems Security Manager. The new position will focus on the physical security of the water treatment plants and other infrastructure and we recommend the classification of Water Security Manager in Salary Grade 007.

*2006 rates

Action Required

In the Salary Ordinance, under Salary Grade 007, add the title "Water Information Systems Security Manager".

In the Positions Ordinance, under Department of Public Works – Water Works, Business Organization, Administration, delete one position of "Security Manager" and add one position of "Water Security Manager". Under Technical Services, delete one position of "Water Systems and Security Coordinator (X)" and add one position of Water Information Systems Security Manager (X)".

Background

In a letter dated October 31, 2006, Carrie Lewis, Water Works Superintendent, requested a study of two positions in the Milwaukee Water Works (MWW) as part of a small reorganization. The Department has requested a title change for one current position and the proper classification for a new position. The position of Water Security Manager in Salary Grade 007 was created in 2002 to further enhance the existing security measures and to develop and implement additional security programs. The Department indicated that the scope and volume of security responsibilities within Milwaukee Water Works has expanded so that they need two positions. They would like to have one position focus on the information systems security and the other position focus on the physical security of the water treatment plants and other infrastructure. This would also allow the position focused on information systems security to have more time to assist the Network Manager whose work has also expanded. New job descriptions were submitted and discussions were held with Ms. Lewis and Laura Daniels, Administration and Projects Manager.

Water Security Manager Salary Grade 007 (\$51,440 - \$72,013)	Water Information Systems Security Manager Salary Grade 007 (\$51,440 - \$72,013)	Water Information Systems Security Manager Salary Grade 007 (\$51,440 - \$72,013)
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The basic function of this position is to coordinate the water computer network systems security and implementation responsibilities, as prioritized by the Network Manager, to improve MWW network security and operations. This includes the continued development, direction, and implementation of a cyber security and education program that focuses on various computer systems such as Water Works domain, SCADA (Supervisory Control and Data Acquisition), plant automation components and a customer information system; and other information technology related projects. The specific duties and responsibilities are as follows:

- 25% Research and develop cyber security policies and procedures for the MWW computer systems; and prepare policies, standards, and procedures for computer and automation resources, and personnel, communications, software, data, and administrative security practices.
- 30% Monitor computer systems to ensure the effective use of protective technologies; maintain current best practices to ensure that all systems are at maximum protection, virus protection software is current, and that all operating system software for servers and workstations are up to current patch level; perform regular security reviews of operational computer systems; review log files and identify security violations; review intrusion detection and other log files and identify violations; and assist the Network Manager or designee in the coordination and completion of various information technology projects and tasks.
- 15% Coordinate computer systems security, back-up and recovery systems and strategies, and disaster recovery strategies with Technical Services, Plant Automation, Department of Public Works (DPW) Management Information Systems, and the Information and Technology Management Division (ITMD).
- 20% Assist the Network Manager with research, development and procurement of new computer hardware and software technologies; and provide current documentation of system assets and software licensing.
- 5% Devise and disseminate systems, related security education and training programs to employees.
- 5% Other duties as assigned.

Requirements for this position include a working knowledge of operating systems (UNIX, DOS and MS-Windows) and a broad range of application software including database management programs and spreadsheets; expertise in current computer security procedures and knowledge of common security risks usually encountered on various platforms; and knowledge of procedures that will harden the security of the systems. A bachelor's degree in computer science, engineering, or related field and network certifications such as CISSP (Certified Information Systems Security Professional), MCSE (Microsoft Certified Systems Engineer), and LINUX are desirable.

Analysis

The requested title and level is appropriate for this position since it will be focusing on the information systems security and will continue to perform many of the functions it did previously. This position will no longer have responsibility for the physical security of the water treatment plants and other infrastructure

but it will have some new responsibilities such as assisting the Network Manager with research, development, and procurement of new computer hardware and software technologies; and providing current documentation of system assets and software licensing.

Recommendation

Based on the above analysis we recommend the title for this position of Water Security Manager in Salary Grade 007 be changed to Water Information Systems Security Manager in Salary Grade 007. Due to the specialized skills required for this position we recommend that it continue to have the footnote designation that allows recruitment at any step in the salary grade.

New Position	Security Manager Salary Grade 006 (\$48,257 - \$67,566)	Water Security Manager Salary Grade 007 (\$51,440 - \$72,013)
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The basic function of this position is to manage the physical security of the critical infrastructure of MWW; identify improvements to security systems and available funding sources; prioritize and oversee implementation of projects; draft and update security policies and procedures, and emergency preparedness documents; build partnerships with stakeholders in security; and promote security awareness throughout MWW. Specific duties and responsibilities are as follows:

- 30% Manage the physical security of the critical infrastructure of MWW including two water treatment plants, pumping stations, distribution system, and other MWW facilities; ensure that existing physical security systems are functioning optimally; identify and define improvements and new projects that will provide the highest degree of security against intrusion, sabotage, or other potential security breaches; recommend systems and prioritization to Water Works Superintendent; identify internal and external (grant) funding which may be used for these projects; collaborate with MWW staff and external entities, such as security vendors and DPW security personnel, to design and implement security systems; and provide technical expertise in surveillance equipment, locks, card access, and other security systems.
- 20% Manage MWW security contracted services requirements by coordinating and supervising the work activities of security guards; implement and administer MWW security policies with security guards and coordinate installation of devices and systems with contracted services to ensure adherence to specifications; oversee the maintenance of all security equipment, key lock and card access system, and corresponding documentation; provide employees with current MWW identification/access cards; promote security awareness throughout MWW by attending Safety Meetings and Section Staff Meetings as requested; respond to security incidents and follow up as appropriate; and establish security expectations for staff and work with supervision to provide training and ensure compliance.
- 30% Coordinate the MWW Emergency Response Plan; draft new and maintain existing security related documentation, such as the Continuity of Operations Plan, Emergency Response Plan, Vulnerability Assessment, and various security policies and procedures, for review by the Water Works Superintendent; develop and implement tabletop and full scale training exercises to improve responses and preparedness to various possible events; document training exercises, conduct after exercises review, and develop list of action items for review by the Water Works Superintendent; work with staff to ensure continuous improvement; and research and maintain current knowledge and skills of federal, state and local regulations regarding emergency and protective plans and procedures.

- 15% Build partnerships with other stakeholders in critical infrastructure security and emergency planning, including law enforcement, emergency management, and residents living near MWW facilities; and work with neighboring water utilities to develop mutual aid agreements.
- 5% Other duties as assigned.

Requirements for this position include a bachelor's degree in Security, Criminal Justice, Engineering or related field and two years of experience in professional physical security management; knowledge of the state of the art surveillance equipment and technologies, physical security equipment such as locking devices, alarms, surveillance cameras, and recording systems, and computer security software and network databases applications. Equivalent combinations of education and experience may also be considered.

Analysis

This new position is similar to the current Water Security Manager but will be focusing only on the physical security of the water treatment plants and other infrastructure. The Department had requested Security Manger in Salary Grade 006 which currently exists in the Buildings and Fleet Section of the Department of Public Works. We are, however, currently recommending the position in Buildings and Fleet be upgraded to Salary Grade 008 due to the additional responsibilities related to Homeland Security and working more with Police, Fire and Health Department officials to improve coordination in responding to incidents. The position under study also must prepare various reports and plans under the Homeland Security Presidential Directive – (HSPD-8) but does not have the overall responsibility for coordinating a response from the Department of Public Works to an incident and working so closely with Police, Fire and Health Department officials.

We recommend Salary Grade 007 since this position will continue to do much of the same level of work that is done by the current position of Water Security Manager in Salary Grade 007. We further recommend the title of Water Security Manager to distinguish it from the Security Manager position in the Buildings and Fleet Section.

Recommendation

Based on the above analysis we recommend this new position be classified as Water Security Manager in Salary Grade 007.

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

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

JOB EVALUATION REPORT

City Service Commission Meeting Date: July 24, 2007
 Department: DPW – Operations – Buildings & Fleet Services

Current	Request	Recommendation
Security Manager Salary Grade 006 (\$48,257 - \$67,566)*	Study of Position	Security Operations Manager Salary Grade 008 (\$54,814 - \$76,736)*
<p>Rationale:</p> <p>The duties and responsibilities for this position have changed with the addition of higher level duties and responsibilities such as administering the Homeland Security Presidential Directive – 8 (HSPD - 8) for the Department of Public Works (DPW); working more with Police, Fire, and Health Department officials for improved coordination in responding to incidents; and representing DPW on the Emergency Operations Center (EOC) Taskforce.</p>		

*2006 rates

Action Required

In the Salary Ordinance, under Salary Grade 008, add the title "Security Operations Manager" and under Salary Grade 006, delete the title of "Security Manager".

Background

In a letter dated January 31, 2007, Venu Gupta, Buildings and Fleet Services Superintendent, requested a study for reclassification of the Security Manager position which is located in the Buildings and Fleet Services of the Operations Division of the Department of Public Works (DPW). A new job description and list of changes in the position were submitted and discussions were held with Mr. Gupta who is the immediate supervisor of the position and Leonard Moye, Building Services Manager, who has filled in for the position.

Duties and Responsibilities

The basic function of this position is to manage the physical security of the City Hall Complex and be responsible for the coordination and supervision of contracted security guards and in-house security staff; oversee the City Hall Information Center 24/7 operations which includes overseeing the electronic access control system, key control systems at City owned buildings, and coordinating the protection of life and safety at all DPW properties; fully supports security activities in conjunction with the Mayor's security staff and other City Departments; works with Police, Fire, and Health Department officials and represents DPW as an Emergency Operation Center (EOC) Task Force Team Member; and administers Homeland Security Presidential Directive-8 (HSPD-8) and other HSPD requirements for improved coordination in response to incidents. The specific duties and responsibilities are as follows:

40% Physical Security

Coordinate and supervise work activities of contracted security guards and in-house security staff and other staff involved in physical security; manage the DPW Central Station located at the City Hall Information Desk, develop policies, procedures, and protocols for operation and insures appropriate staffing and training; review, monitor, and spot check daily security activities and security related electronic records, video and other surveillance devices; manage the

interior/exterior key control for the City Hall Complex and the manual and electronic building access control systems; design and implement security upgrades as required; conduct risk assessment to determine vulnerabilities and recommend countermeasures; develop testing procedures to insure all physical security equipment and measures perform as designed; prepare incident reports, maintain records, and assist other departments in processing security information; oversee the maintenance of all security equipment; and consult with other departments on security related needs or requests.

25% Emergency Management

Act as the DPW Emergency Management Coordinator in compliance with Homeland Security Presidential Directive-8 (HSPD-8); manage the Emergency Operations Plan for DPW buildings in accordance with Federal Emergency Management Agency (FEMA) policies and protocols; facilitate the development, coordination, exercising and testing of the DPW emergency program that includes the Continuity of Operations Plan, City's Emergency Operations Plan, and Crisis Management Preparedness Planning; facilitate development and implementation of the DPW Incident Action Plan (IAP); and recruit and train employee volunteers as Floor Security Officers who have responsibility for the safe evacuation of employees in emergencies.

10% Fire/Life Safety

Manage fire/life safety system; insure all systems are tested in accordance with NFPA 72 and 25; assist in project management for all new systems or upgrades; and oversee maintenance of all fire/life safety equipment.

10% Administration

Manage sole source contract for security and Fire/Life Safety systems and personnel; develop specifications and requests for proposals as required; conduct audits of various processes as needed to insure efficient operations; serve as a member and consult with the Central Safety Committee on safety and security related issues.

15% Perform Other Related Duties as Assigned

Support and assist facilities management in special project management activities; assume supervisory responsibilities in the absence or vacancy of facility management staff and during snow and ice operations including general plowing, ice control, and bridge runs; coordinate and act as the contact person for field operation activities which includes plumbing, heating, ventilating, air conditioning (HVAC), custodial services, window washing, and other contracted services; and perform other related duties as assigned.

Requirements for this position include a bachelor's degree in physical security, emergency management, or fire/life safety and five years of experience in professional security management in a number of settings including a high rise building complex. Equivalent combinations of education and experience may also be considered. Other requirements include familiarity with personal computers; and an ability to exercise sound judgment in crisis situations, work in a confidential environment, and climb ladders and access difficult areas in and around buildings. Knowledge of electronic access control and alarm systems, and key control of buildings is desirable.

Changes in the Position

Changes in the position include:

- Administering Homeland Security Presidential Directive – 8 (HSPD-8) for DPW. This includes overseeing all related training that is required for staff under National Incident Management Systems (NIMS).

- A greater emphasis on working with Police, Fire, and Health Department officials for improved coordination in response to incidents.
- Representing the Department of Public Works (DPW) as an Emergency Operation Center (EOC) taskforce team member.

Analysis

The responsibility for physical security of buildings has become more complex with the Homeland Security Presidential Directive-8. Under this directive DPW is a first responder to "all hazards preparedness" which refers to preparedness for domestic terror attacks, major disasters, and other emergencies. As first responders DPW staff will be responsible in the early stages of an incident, along with others, for the "protection and preservation of life, property, evidence and the environment." The position under study has responsibility for coordinating all DPW activities under this directive and overseeing all training as required by the National Incident Management Systems (NIMS). This requires more coordination with Police, Fire, and Health Department officials. These changes have resulted in an increase in responsibility and consequence of error.

Comparisons were made to other positions including the following:

Water Security Manager in Salary Grade 007

The basic function of this position is to develop, direct, and implement all cyber and physical security programs for Milwaukee Water Works (MWW). Due to volume of work the MWW is proposing that this position be split into two positions. One position would focus on cyber security and the other would focus on physical security. A report that is being sent for review and approval at this meeting is recommending Salary Grade 007 for both of these positions.

Public Works Inventory and Purchasing Manager in Salary Grade 008

The basic function of this position is to manage and oversee all DPW inventory and purchasing activities. This includes overall management of all DPW inventories; overseeing all centralized DPW purchasing activities; serving as a liaison between all DPW division inventory facilities and staff and the Department of Administration/Business Operations Division, Comptroller's Office, Common Council, and other entities; serving as a city functional lead to the FMIS/Peoplesoft Inventory Module; and directing/assisting DPW Administration Accounts Payable staff in matters of requisitions, and purchase order and payment voucher creation, maintenance and processing.

Emergency Government Coordinator in Salary Grade 010

The basic function of this position is to direct the coordination of planning, funding, training, and exercising activities related to emergency management and homeland security across all City Department. This position also directs the coordination of the Milwaukee Urban Area Security Initiative (UASI) Program, which is funded by the US Department of Homeland Security. The UASI program seeks to enhance the security of the Milwaukee Urban Area, comprised of Milwaukee, Waukesha, Washington, Racine, and Ozaukee Counties, by implementing initiatives that enable government agencies to prepare for, respond to, and recover from any major incident that could pose a threat to life and property.

The position under study is stronger than the position of Water Security Manager in Salary Grade 007 since it has responsibility for coordinating all of DPW activities under HSPD-8, has more liaison responsibilities with other departments, and serves on the EOC Task Force. The position of Public Works Inventory and Purchasing Manager is a comparable level since it also has department wide responsibilities for a critical part of DPW operations. The position of Emergency Government Coordinator in Salary Grade 010 is stronger than the position under study since it has responsibility for

coordinating the work of all City Departments and serving as a liaison with several counties in southeastern Wisconsin.

We also recommend a change in title to Security Operations Manager to reflect the broadening of duties and responsibilities.

Recommendation

Based on the above analysis we recommend the position of Security Manager in Salary Grade 006 be reclassified to Security Operations Manager in Salary Grade 008.

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

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

Job Evaluation Report

City Service Commission Date: July 24, 2007
 Department: Election Commission

Current	Request	Recommendation
Election Services Manager Salary Grade 06 (\$48,257-\$67,566)* Neil Albrecht Step 6 \$56,229*	Study of Position	Election Services Manager Salary Grade 10 (\$62,288-\$87,205)* Step 1 \$62,288*
<p>Rationale: For the past two years the position of Election Services Manager has effectively served as an assistant department head for the Election Commission in managing ongoing elections, supervising permanent and temporary staff, planning improvements to the City's election processes and systems, implementing campaign finance laws, and implementing a new Statewide Voter Registration System in Milwaukee. We therefore recommend reclassifying the position as Election Services Manager in SG 10.</p>		

*2006 Rates

Action Required

In the Salary Ordinance, under Salary Grade 006, delete the title "Election Services Manager" and under Salary Grade 010, add the title "Election Services Manager".

Background

The Election Commission Executive Director Susan Edman has requested a reclassification study of the position of Election Services Manager. On May 23, 2007 staff received a cover letter detailing changes to the position and a new job description. A job audit was conducted with Executive Director Susan Edman and the incumbent Neil Albrecht.

Duties and Responsibilities

This position serves as the second-in-command for the Election Commission and coordinates and manages federal, state and local elections in the City of Milwaukee. In doing so this position ensures compliance with State of Wisconsin Statutes and local Campaign Finance laws. The position's specific duties, responsibilities and requirements include:

- 15% Manage Election Operations Policies and Procedures
 - Develop written policies and procedures for all on-going election management functions including voter registration and absentee ballot voting, poll worker training and coordination, and polling site operations. Maintain a working knowledge of the seven chapters of Wisconsin State Statutes that regulate all election-related activities.

- 15% Special Projects
 - Support the Executive Director in managing special elections, audits, recounts and Federal and State elections.

- 10% Supervise Election Commission Staff
 - Supervise three Program Assistant I positions and Election Services Coordinator. Indirectly supervise the City's 1500 election poll workers and temporary office staff.
- 10% Campaign Finance
 - Oversee candidate registration and notification to candidates of campaign finance report filing requirements. Conduct review of related documents files with the Election commission. Maintain a working knowledge of campaign finance law and respond to public inquiries accordingly. Work with the Milwaukee County District Attorney's Office when appropriate.
- 10% Strategic Planning
 - Continuously review the operations of the Election Commission functions and develop and implement recommendations to improve systems.
- 10% Election Programming
 - Develop a thorough knowledge of the software used to program the City's election equipment (Optech Eagle and AutoMARK Voting machine)
- 10% Statewide Voter Registration system
 - Serve as a liaison to the State Elections Board throughout the process of implementing a statewide voter registration system by providing feedback and advocating for necessary changes.
- 20% Other duties
 - Assist the Executive Director in developing an annual operating and capital budget
 - Respond to media requests and cultivate positive media relationships, prepare news releases
 - Provide staff support to the Board of Election Commissioners
 - Represent the Election Commission at community meetings and events.

Requirements include a related Bachelors degree and three years of experience in coordinating elections. Experience working with community organizations and the media is required. Equivalent combinations of training and experience may be considered.

Changes to Position

For the past two years the position of Election Services Manager has effectively served as an assistant department head for the Election Commission in managing ongoing elections, supervising permanent and temporary staff, planning improvements to the City's election processes and systems, implementing campaign finance laws, and implementing a new Statewide Voter Registration System in Milwaukee.

Elections have become exceedingly more complex in recent years, and as evidenced by the coverage received in national, state and local media, are under far greater scrutiny from politicians, advocacy groups, and the general public.

Changes that have impacted the position include the Help America Vote Act of 2002. This act has increased the work of elections administrators at the local level. All states must now maintain a statewide voter registration system, all polling sites must be accessible to persons



with disabilities, and all polling sites must be equipped with voting equipment that allows persons with disabilities to vote privately and independently.

Other changes include implementing the recommendations of the 2005 City of Milwaukee Election Task Force Report. Key initiatives that remain include a comprehensive poll worker recruitment campaign, implementing procedures for the centralized processing of absentee ballots on election days, maintaining quality assurance systems for tracking voter registration data, ensuring that polling places are not overcrowded, and management and administration procedures for the Election Commission.

The current pool of 1500 poll workers has been staffing the City of Milwaukee polling sites for many years. With the changes to the Election Commission's policies and procedures, and with the increased scrutiny and complexity of elections, many poll workers have been retiring. This has increased the responsibility of this position to recruit and train new poll workers that possess a different skill set than those who had previously staffed the City's polling sites.

These changes to Federal and State of Wisconsin election laws, and initiatives of the Election Task force have and will continue to require changes to the Election Commission policies and procedures as well as training for staff members.

Analysis

The scope of responsibility for Election Services Manager has changed in the past several years and now effectively serves as the assistant department head in managing all aspects of the elections process. The level of responsibility of the position under study has increased and is now more comparable to positions such as the Assistant Court Administrator with the Municipal Court, Planning Administration Coordinator with the Department of City Development, and Auditing Manager with the Comptrollers Office. These positions serve as an assistant department head or as a division/section manager within a department. Positions at this level are responsible for managing, planning and implementing department-wide programs, initiatives and staff.

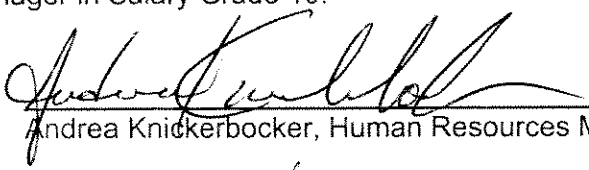
Staff reviewed the rates of pay for elections services positions in other jurisdictions. Boston, Massachusetts and St. Louis, Missouri were found to have somewhat similar organizational structures for election services to the City of Milwaukee. We find that the recommended range in Salary Grade 10 (\$62,288-\$87,205) is competitive to the rates paid for similar positions in these jurisdictions.

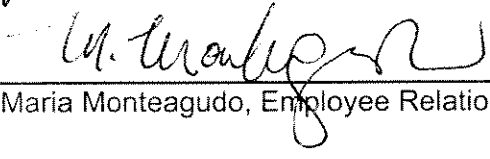
For these reasons we recommend reclassifying the position of Election Services Manager into Salary Grade 10. Based on our review the management job evaluation factors should be as follows:

Factor	Level	Points
Impact & Accountability	10	158
Knowledge & Skill	8	111
Relationship Responsibility	12	116
Working Conditions	1	5
Total Points		390
Salary Grade 10: 352-404 Points		

Recommendation

Based upon the above analysis, our recommendation is to reclassify this position as Election Services Manager in Salary Grade 10.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director



Job Evaluation Report

City Service Commission Meeting Date: July 24, 2007

Summary

A number of factors affecting the Department of Neighborhood Services, including wide-scale organizational changes, continuous use and expansion of information technology, and changes in pay relationships between supervisors and bargaining unit subordinates necessitated an overall examination of management job classifications and rates of pay in that Department. An assessment of pay levels indicated the existence of pay compression in some Divisions and at some levels within the Department.

The relative degree to which pay compression affected positions and job classifications was an important factor in the Salary Grades that are recommended. In addition, the job analysis conducted for each position indicated that the relative level of responsibility and knowledge and skill required to perform most jobs had increased.

The need to address pay compression and changes in the level of responsibility and knowledge and skill required of jobs resulted in recommendations to change the job classifications and Salary Grades for 22 positions in the Department of Neighborhood Services. A complete list of positions studied and all recommendations may be found in Attachment C. A spreadsheet indicating pay changes for all affected individuals may be found in Attachment D.

Action Required

Required changes to the Positions Ordinance and Salary Ordinance are contained on Attachment E.

Background

In September of 2006 the Commissioner of Building Inspection, Martin Collins, submitted a letter to our Department requesting a study of 22 management positions in the Department of Neighborhood Services. (An additional request was later submitted to adjust the Salary Grade of the second-in-command position in the Department.) Later during the year, we received new job descriptions and materials for these positions. The purpose of this study was to determine appropriate job title and salary grades for these positions in terms of responsibility exercised, knowledge and skill required, of each position in comparison with other management and supervisory positions in the Department and other comparable positions within City government and to determine the extent of pay compression within managerial levels. The study was therefore limited to an evaluation of positions within City government and no salary data was collected from other employers.

The following issues prompted this request:

- A perception of pay compression
- Organizational changes
- Changes in work processes
- New programs

- Impending retirements of managers and supervisors
- Decreased morale among managers and supervisors

Each of these interrelated factors will be discussed in greater detail later in this report.

Study Process

In studying these positions, the staff analyzed job documentation submitted by the Department in the form of job descriptions and written materials from the Department and materials submitted by employees filling the positions.

The staff member assigned to this study interviewed almost all employees whose positions were included in the study at their places of work to obtain detailed information regarding the duties and responsibilities of each job, the changes that had taken place in duties and responsibilities, and employees' opinions of the knowledge, skills, and competencies necessary for successful job performance. Following is a list of employees interviewed.

Employees Interviewed

Construction Inspection

Richard Paur, Building Inspection Construction Supervisor
Steven Fritsche, Code Enforcement Assistant Supervisor
Richard Husar, Plumbing Inspection Assistant Supervisor
Hallet Jenkins, Plumbing Inspection Assistant Supervisor
Robert Radmer, Electrical Inspection Assistant Supervisor

Commercial Building Code Enforcement

Ronald Roberts, Code Enforcement Inspection Supervisor
Thomas Wessel, Code Enforcement Inspection Assistant Supervisor

Property Condemnation

Christopher Kraco, Building Construction Inspection Assistant Supervisor

Residential Building Code Enforcement

David Krey, Code Enforcement Inspection Supervisor
Michael Greylak, Code Enforcement Assistant Supervisor
Clyde Hutchinson, Code Enforcement Assistant Supervisor
Brian Kaufman, Code Enforcement Assistant Supervisor
Jennifer Klouda, Grant Monitor

Neighborhood Improvement Program

Thomas Mishefske, Code Enforcement Assistant Supervisor

Court Enforcement

Karen Jacobs, Code Enforcement Assistant Supervisor

Environmental Code Compliance

Donald Schaeewe, Nuisance and Environmental Health Manager
James Igowsky, Nuisance Control Supervisor

Business Operations and Human Resources

Jeffrey Crouse, Business Operations Manager

Information Technology Network Administration

Karin Anderson, Network Services Coordinator-Sr.

Property Management Training

Karin Long, Landlord Training and Development Manager

The staff member conducting the study also toured a downtown condominium project with Steven Fritsche, a Supervisor in the Construction Inspection Division, and a Building Construction Inspector to gain a better understanding of the type of code issues associated with new construction. Information from other cities regarding building inspection jobs was also collected for background information. A number of municipalities, such as the City of Miami, have well established job series for building inspectors.

Finally, in formulating the recommendations that appear here, a number of discussions were held with Tracy Williams, the Neighborhood Services Operations Manager, and Martin Collins, the Commissioner of Building Inspection, prior to finalization. After reviewing preliminary recommendations, the Commissioner of Building Inspection requested that the position of Neighborhood Services Operations Manager be reallocated from SG 13 to SG 14 to provide an adequate differential between this position and its highest level subordinate position, which was

slated for placement in SG 12. This appeared to be a reasonable request and for that reason we have also included it in this report.

Due to the fact that overall organizational changes and pay compression are the primary drivers of recommended changes in job titles and salary grades, we are presenting recommendations for each position in a summarized fashion. The precedent for this type of presentation may be found in reports submitted to your Commission concerning departmental reorganizations.

Pay Compression

Definition

The term "pay compression" has different meanings to different companies and organizations at different times. It is also a subjective term, in that individuals examining this topic often use their personal circumstances, biases, and points of view in reaching a conclusion. As a result, reasonable individuals can and do disagree whether pay compression exists and the extent to which it exists. As used by the Department of Employee Relations, and in this report, pay compression is defined as a narrowing of the pay differential between supervisors and subordinates to an extent that the City is disadvantaged in recruiting, retaining, recognizing, and rewarding managerial talent.

Employee Relations uses a standard method to assess pay compression in public sector pay plans, which is to first compare the maximum rates of pay for the jobs under consideration. Maximum rates of pay are used because City employees, like the vast majority of public sector employees, can and very often do obtain the maximum of their pay ranges. The maximum of the range is therefore an appropriate benchmark. In addition to the maximum of the range, the Department also considers, on a case-by-case basis, any additional compensation added to base pay on a regular and reoccurring basis. Such types of payments can include overtime, shift differential, or special compensation such as payments received by certain managers in the Department of Public Works for working during ice and snow control operations.

Thirdly, the Department considers the character of supervision exercised and the amount of time a manager or supervisor has been on the job. In some instances, for example, it may be appropriate to compensate employees who possess skills that are in high demand higher than their immediate supervisors. This is true where labor market conditions justify higher rates to recruit and retain employees or where the nature of supervision exercised is more administrative than technical.

A case in point is a business manager with responsibility for buildings and grounds who supervises a mechanical engineer. The business manager does not have a degree in engineering and does not exercise technical supervision over the engineer. In this case, it may be appropriate to compensate the mechanical engineer higher than the business manager because the mechanical engineer may command more in the labor market and the nature of supervision exercised by the business manager is administrative rather than technical. In another case, which tends to be more typical in City employment, a new supervisor may be paid less than subordinates during the first several years as a manager. He or she will, however, eventually be paid an appropriate differential above those supervised. Even in this type of case, however, the nature of supervision, as well as the length of time required to surpass subordinates' rates of pay must be taken into consideration. It is important to note that all issues of pay compression are considered on a case-by-case basis.

Origin of Current Pay Situation

During the 1990's the inspectional staff negotiated new promotional programs and upgrades through the collective bargaining process. No corresponding changes, however, were made to for supervisors or managers in the Department. Rates of pay for Inspectors consequently became compressed with those of first-line supervisors, placing the Department at a disadvantage in recruiting internal candidates for supervisory and managerial positions. As illustrated on pages 5 and 6 of this report, the Division most affected by these changes was that of Construction Inspection which employs journey-level electricians and plumbers who command high wages.

As a result of the changes in the wage structure for bargaining unit employees, there was a loss of monetary incentive for Inspectors to apply for supervisory positions. Although these supervisory positions carried a significantly higher level responsibility, they offered employees less job security, no overtime pay, and less sick leave accumulation than bargaining unit positions. In addition, managers are required to pay higher monthly contributions toward health insurance than bargaining unit employees. In at least one instance, the combined effect of pay compression, loss of overtime pay, and increased contributions toward health care insurance resulted in a pay decrease for an employee promoted to a first-line supervisory position. The Department's difficulty in recruiting employees into supervisory positions was and is particularly worrisome in light of the number of supervisors and managers who are expected to retire in the near future. Morale among supervisors and managers has also suffered as a result of these unresolved issues.

Organizational Chart and VOI List

Attachment A provides an organization chart showing how work is organized in the Department and Attachment B shows how the Department is portrayed in the 2006 VOI.

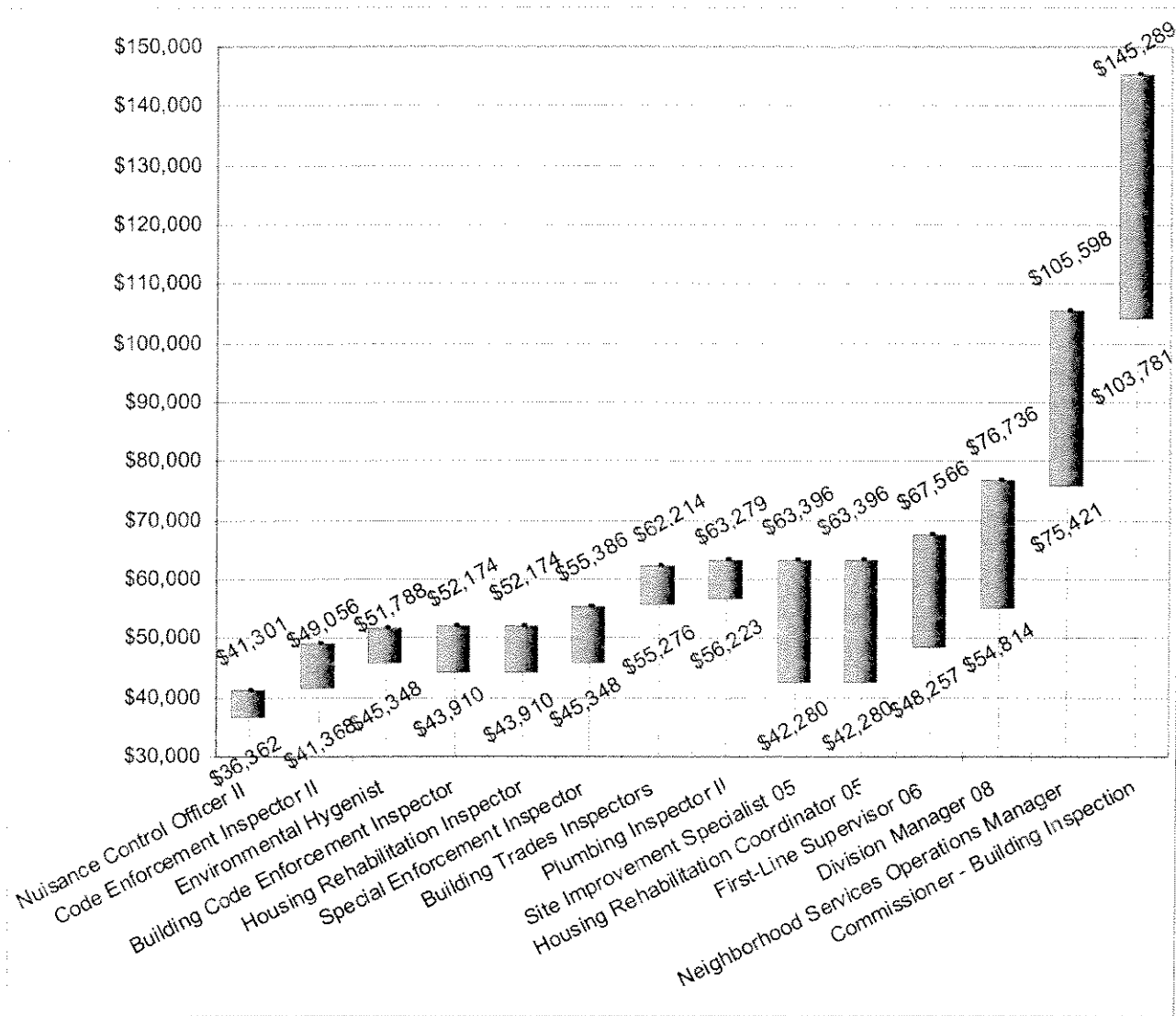
Pay Structure

The following charts illustrate the pay structure for entire Department of Neighborhood Services.

**Pay Structure for the Department of Neighborhood Services
 2006 Rates of Pay**

	Min	Max
Nuisance Control Officer II	\$36,362	\$41,301
Code Enforcement Inspector II	\$41,368	\$49,056
Environmental Hygienist	\$45,348	\$51,788
Building Code Enforcement Inspector	\$43,910	\$52,174
Housing Rehabilitation Inspector	\$43,910	\$52,174
Special Enforcement Inspector	\$45,348	\$55,386
Building Trades Inspectors-All Job Classifications	\$55,276	\$62,214
Plumbing Inspector II	\$56,223	\$63,279
Site Improvement Specialist 05	\$42,280	\$63,396
Housing Rehabilitation Coordinator 05	\$42,280	\$63,396
First-Line Supervisor 06	\$48,257	\$67,566
Division Manager 08	\$54,814	\$76,736
Neighborhood Services Operations Manager	\$75,421	\$105,598
Commissioner - Building Inspection	\$103,781	\$145,289

**Pay Structure for the Department of Neighborhood Services
 2006 Rates**



The gap in pay between DNS Division Managers, SG 08, and the Commissioner of Building Inspection, SG , indicates the elimination of two high level positions—a Deputy Commissioner of Building Inspection, SG 15, now classified to Neighborhood Services Operations Manager, SG 13, and a position of Building Construction Inspection Administrator allocated to Salary Grade 11.

Although this table indicates an unfavorable pay relationship between bargaining unit employees and first-line supervisors, it is necessary examine pay structures at the Division level to accurately assess the extent and pay compression. This information is provided in the following table.

**Pay Structure for Major Divisions
 of the Department of Neighborhood Services
 2006 Rates of Pay**

Title	Min	Max	Max to Max Difference Between Positions	
Construction Inspection Division Pay Structure				
Building Trades Inspectors*	\$55,276	\$58,642	\$62,214	
Plumbing Inspector II	\$56,223	\$59,647	\$63,279	
First-Line Supervisor, SG 06	\$48,257	\$57,975	\$67,566	6.8%
Division Manager, SG 08	\$54,814	\$65,853	\$76,736	13.6%
Neighborhood Services Operations Manager, SG 13	\$75,421	\$90,610	\$105,598	37.6%
Commissioner - Building Inspection, SG	\$103,781	\$124,681	\$145,289	37.6%
*Includes all construction trades job classifications				
Residential Code Enforcement Division Pay Structure - Excluding Neighborhood Improvement Program				
Code Enforcement Inspector II	\$41,368	\$43,910	\$49,056	
Building Code Enforcement Inspector	\$43,910	\$48,042	\$52,174	
First-Line Supervisor, SG 06	\$48,257	\$57,975	\$67,566	29.5%
Division Manager, SG 08	\$54,814	\$65,853	\$76,736	13.6%
Neighborhood Services Operations Manager	\$75,421	\$90,610	\$105,598	37.6%
Commissioner - Building Inspection	\$103,781	\$124,681	\$145,289	37.6%
Neighborhood Improvement Program (NIP) Pay Structure				
Housing Rehabilitation Inspector	\$43,910	\$48,042	\$52,174	
Housing Rehabilitation Coordinator, SG 05	\$42,280	\$52,838	\$63,396	
Site Improvement Specialist, SG 05	\$42,280	\$52,838	\$63,396	
First-Line Supervisor, SG 06	\$48,257	\$57,975	\$67,566	6.6%
Neighborhood Services Operations Manager	\$75,421	\$90,610	\$105,598	56.3%
Commissioner - Building Inspection	\$103,781	\$124,681	\$145,289	37.6%
Commercial Code Enforcement Division Pay Structure- Excluding Condemnation Section				
Building Code Enforcement Inspector	\$43,910	\$48,042	\$52,174	
First-Line Supervisor, SG 06	\$48,257	\$57,975	\$67,566	29.5%
Division Manager, SG 08	\$54,814	\$65,853	\$76,736	13.6%
Neighborhood Services Operations Manager	\$75,421	\$90,610	\$105,598	37.6%
Commissioner - Building Inspection	\$103,781	\$124,681	\$145,289	37.6%
Building Condemnation and Zoning Section Pay Structure				
Code Enforcement Inspector II	\$41,368	\$43,910	\$49,056	
Special Enforcement Inspector	\$45,348	\$50,367	\$55,386	
Building Construction Inspector II	\$55,276	\$58,642	\$62,214	
First-Line Supervisor, SG 06	\$48,257	\$57,975	\$67,566	8.6%
Division Manager, SG 08	\$54,814	\$65,853	\$76,736	13.6%
Neighborhood Services Operations Manager	\$75,421	\$90,610	\$105,598	37.6%
Commissioner - Building Inspection	\$103,781	\$124,681	\$145,289	37.6%

Nuisance and Environmental Code Enforcement Division Pay Structure

Nuisance Control Officer II	\$36,362	\$38,831	\$41,301	
Code Enforcement Inspector II	\$41,368	\$43,910	\$49,056	
Environmental Hygienist	\$45,348	\$48,563	\$51,788	
Building Code Enforcement Inspector	\$43,910	\$48,042	\$52,174	
First-Line Supervisor, SG 06	\$48,257	\$57,975	\$67,566	29.5%
Division Manager, SG 08	\$54,814	\$65,853	\$76,736	13.6%
Neighborhood Services Operations Manager	\$75,421	\$90,610	\$105,598	37.6%
Commissioner - Building Inspection	\$103,781	\$124,681	\$145,289	37.6%

The highlighted rows in the above chart indicate the job classifications that have been the most affected by pay compression. As indicated, the Construction Inspection Division has been the most impacted. Other divisions, such as Nuisance and Environmental Code Enforcement, have not been affected, at least at the level of first-line supervisor. Considering the relative level of responsibility exercised by division managers relative to first-line supervisors, this chart also suggests that the differential between first-line supervisors and division managers could be increased. The degree of pay compression affecting positions and job classifications was an important factor in formulating the recommendations contained in this report.

Organizational Changes

The Department of Neighborhood Services came into being in 1999 when its Plan Examination Section was transferred to the new Development Center in the Department of City Development and the responsibility for enforcing codes related to nuisances and some environmental concerns was transferred from the Health Department to Neighborhood Services. All other services associated with the Department, including commercial and residential code enforcement, new construction/remodeling permitting and code enforcement, contractor licensing, Court enforcement, the Neighborhood Improvement Program, and other programs remained intact.

Prior to that date, the Department had been steadily eliminating supervisory and managerial positions by attrition, as retirements occurred, and in some cases during the yearly budgetary process. As indicated in the following chart, 7 management positions have been eliminated during the last ten years. This information is based upon data provided by the Department and positions listed in the *VOI*.

**Managerial Positions Eliminated From 1997 Through 2007
 2006 Rates of Pay**

Job Title	Salary Grade	No. Pos.	Salary	Total Salary	Rollups	Total Salary and Rollups
Building Construction Inspection Administrator	11	1	\$92,966	\$92,966	\$18,128	\$111,094
Electrical Inspection Supervisor	8	1	\$76,736	\$76,736	\$14,964	\$91,700
Zoning Administration Supervisor	8	1	\$76,737	\$76,737	\$14,964	\$91,701
Plumbing Inspection Supervisor	8	1	\$76,737	\$76,737	\$14,964	\$91,701
Environmental Health Technology Coordinator	7	1	\$72,012	\$72,012	\$14,042	\$86,054
Other management positions	5	2	\$63,395	\$126,790	\$24,724	\$151,514
Total				\$521,978	\$101,786	\$623,764

As a result of the elimination of higher level management positions in Salary Grades 08 and 11, and a reconceptualization of the Deputy Commissioner of Building Inspection, formerly in SG 15, some first-line supervisors, such as those in Plumbing Inspection and Electrical Inspection assumed responsibility for the work of their sections, and virtually all other first and second-line supervisors assumed higher level duties. Examples of such duties include:

- Meeting with business owners and their representatives, elected officials, and other stake holders to provide advice regarding codes and solve problems.
- Planning, prioritizing, and overseeing the inspectional services for a distinct section of the department such as electrical inspection, plumbing inspection, and Court enforcement.
- Proactively coaching, training, and when necessary, disciplining employees.
- Writing changes to codes

The job analysis indicates that first and second-line supervisors and managers were granted more authority to plan work and prioritize work, perform employee relations work, solve issues, and represent the Department.

Leverage of Information Technology Systems

Another driver of change has been the Department's continuous leverage of information technology to improve its services. Neighborhood Services independently maintains its own servers and networks, including The Neighborhood Services System (NSS). This System contains multiple databases of City properties that are linked to property tax keys in the Assessor's Office. The staff uses NSS to, among other things, log complaints and requests for service through a centralized call center, document permits taken out on properties, track the status of complaints and orders, and track employee productivity. In addition, NSS provides each Inspector with his or her work assignments and route for each day.

As code violations are corrected, the status of properties is updated in real time in NSS. The most recent use of NSS appears to be visual documentation of code violations through digital photographs uploaded by Inspectors via digital cameras. This year the Department is experimenting with the use of tablet PCs that enable Inspectors to write information in hand onto tablets. Their handwriting is then converted to text and stored digitally. From a human resources point of view, these technological tools have made both employees and managers/supervisors more accountable for the quantity, quality, and timeliness of inspectional services.

Residential Board-up Code

In March of 2005 the Common Council passed a housing preservation ordinance requiring owners of residential properties boarded for 6 months or longer to take action to repair, raze, sell or obtain a sealing permit if the structure has a historical designation.

Consolidation of Construction- Related Inspectional Work

Lastly, it should be noted that one organizational change had a significant affect on one position that of Building Construction Inspection Supervisor held by Richard Paur. In approximately 1999, all the inspectional programs associated with new construction and remodeling, including

electrical systems, plumbing inspections, and elevators, as well as contractor licensing in each of these areas, was consolidated under this position.

Classifications and Salary Grades

Even though many changes occurred during this time, including the transfer and elimination of positions, addition of new programs, changes in work processes, leverage of information technology, and addition of staff, corresponding changes did not occur in job classifications and salary grades for supervisors and managers. As a result, many managerial and supervisory jobs now have inaccurate job titles or inadequate salary grades.

An Electrical Inspection Assistant Supervisor, SG 06, for example, is in charge of the Electrical Inspection Section, a job previously performed by a position in SG 08. One would normally expect a supervisor, not an assistant supervisor, to be in charge of such a section. In another case, a Grant Monitor performs the same job as other Code Enforcement Assistant Supervisors. One important goal of the study, then, was to bring order to these job classifications.

Recommendations

Following is list of positions included in this study, their current title and Salary Grade and a brief rationale for each recommendation.

Construction Inspection Division

Employee	Current Job Title	Current SG	Recommended Title	Recommended SG
Paur	Building Inspection Construction Supervisor	08	Building Construction Inspection Division Manager	12

Rationale for recommendation: This position manages all work processes, financial resources, and staff associated with the inspection and enforcement of codes related to the construction of new and remodeled structures and their related electrical, elevators, plumbing, boilers, heating and ventilating, and fire suppression systems. In addition, this position oversees contractor licensing for work performed in the City and the City's new plumbing cross-connection program.

The scope and level of responsibility associated with this position changed significantly when all it gained responsibility for all inspectional services associated with new construction and remodeling. This included the inspection of structures, plumbing systems, sprinkler systems, electrical systems, and elevators. The position was further expanded in 2005 when it became responsible for the City's cross-connection plumbing section, a new program.

Due to the expanded responsibility of this job and the relatively high level of technical construction knowledge required, this position appears to be equivalent to a Management Civil Engineer, SG 12. We therefore recommend that this position be reclassified to Building Construction Inspection Division Manager, SG 12.

Construction Inspection Division, continued

Fritsche	Code Enforcement Assistant Supervisor	06	Building Construction Inspection Supervisor	09
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Rationale for recommendation: This position plans, directs, and manages the staff, and work processes associated with inspecting and monitoring of all new construction and remodeling requiring a permit; boiler installations and boiler safety; and inspection of hazards such as tanks, spray booths, auto repair facilities, etc. In addition, this position reviews applications submitted to the Board of Zoning Appeals and represents the Department in several different capacities. Minimum requirements for the job include a bachelor's degree in engineering, architecture, construction management or closely related field and 4 years of experience at the level of a project manager, engineer or architect involved in the design or construction of buildings. Due to factors explained previously in this report, there is significant pay compression between this Supervisor and his immediate subordinates, most of whom are journey-level trades people. An increase of three salary grades is recommended, from SG 06 to 09, to alleviate pay compression and recognize the position's level of responsibility and technical knowledge and skill required.

Husar	Plumbing Inspection Assistant Supervisor	06	Plumbing Inspection Supervisor	09
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Rationale for Recommendation: This position plans, directs, and manages the staff, and work processes associated with all inspections of plumbing. This includes inspecting all storm sewers, sanitary sewers, water services, well and private sewerage systems outside of buildings and storm and sanitary building drains, waste and vent piping, water distribution piping, plumbing fixtures, equipment and appliances inside buildings. The job description for the position states minimum requirements as a license as a Master Plumber and 1 year of experience as a Plumbing Inspector II.

The job analysis, however, indicates that the minimum job requirements should include a license as a Master Plumber and 4 years of experience as a construction project manager dealing with a wide range of plumbing projects. Due to factors explained previously, there is significant pay compression between this Supervisor and his immediate subordinates who are journey-level plumbers. An increase of three salary grades is therefore recommended, from SG 06 to 09, to alleviate pay compression and also recognize the position's level of responsibility, growth in authority, and knowledge and skill required.

Jenkins	Plumbing Inspection Assistant Supervisor	06	Plumbing Inspection Supervisor	09
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Rationale for Recommendation: This position plans, directs, and manages the staff, and work processes associated with the City's plumbing cross-connection program. The purpose of this program is to protect the public potable water system from contamination caused by backflow from questionable sources of water as required by the Environmental Protection Agency.

The employee filling this position, Mr. Jenkins, was called upon to create new policies and procedures for this area, including a billing process to the Milwaukee Water Works for work completed. The job description for the position states minimum requirements as a license as a Master Plumber and 1 year of experience as a Plumbing Inspector II. The job analysis, however, indicates that the minimum job requirements should be higher and include a license as a Master Plumber and 4 years of experience as a construction project manager dealing with a wide range of plumbing projects.

Due to factors explained previously in this report, there is significant pay compression between this Supervisor and his immediate subordinates who are licensed journey-level plumbers. An increase of three salary grades, from SG 06 to SG 09, is therefore recommended to alleviate pay compression and also recognize the position's level of responsibility and knowledge and skill required.

Construction Inspection Division, continued

Radmer	Electrical Inspection Assistant Supervisor	06	Electrical Inspector Supervisor	09
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Rationale for Recommendation: This position plans, directs, and manages the staff, and work processes associated with the City's electrical and elevator inspection program. Electrical inspectors check the installation and modification of a building's electrical facilities. This includes all wiring and equipment associated to power, lighting, control, communication and life safety systems for all buildings. The job analysis indicates that the minimum requirements for this supervisory position should be a state of Wisconsin Master Electrician License and 4 years of work experience as a project manager with primary responsibility for electrical projects.

Due to factors explained previously in this report, there is significant pay compression between this Supervisor and his immediate subordinates who are licensed journey level electricians. An increase of three salary grades, from SG 06 to SG 09, is therefore recommended to alleviate pay compression and also recognize the position's level of responsibility and knowledge and skill required.

Nuisance and Environmental Code Compliance Division

	Current Job Title	Current SG	Proposed Job Title	Recommended SG
Schaewe	Nuisance & Environmental Health Manager	08	Environmental Code Enforcement Manager	10
1-Position	Nuisance Control Supervisor	06	Environmental Code Enforcement Supervisor	07
1-Position	Nuisance Control Supervisor	06	Nuisance Control Supervisor	06

Rationale for Recommendations: There are 37+ employees in this Division engaged in enforcing codes related to nuisances, such as vehicles and boats parked on private property; rubbish; and codes related to asbestos removal; swimming pools, surface water quality, dangerous or nuisance animals, and animal licensing. It appears that the scope of responsibility associated with the manager of this Division is equivalent to other Division managers within the Department who will be reclassified to SG 10. We therefore recommend that this position be reclassified to Environmental Code Manager, SG 10.

In a forthcoming reorganization, one Nuisance Control Supervisor will manage the Environmental Health Section responsible for the inspection and enforcement of codes related to asbestos removal, swimming pools, surface water quality, dangerous or nuisance animals, and animal licensing. We recommend that this position be Classified as an Environmental Code Supervisor, SG 07.

The other position, currently classified as a Nuisance Control Supervisor, will retain this present title and Salary Grade and supervise Nuisance Control Officers who respond to a high volume of complaints about garbage and litter, illegally parked vehicles on private property, and other issues.

Residential Code Compliance Division

	Current Job Title	Current SG	Proposed Job Title	Recommended SG
Krey	Code Enforcement Inspection Supervisor	08	Building Codes Enforcement Manager	10

Rationale for Recommendation: This position plans, manages, directs and controls the work processes, staff, policies, procedures, financial resources, and other resources required to manage the following areas: residential code enforcement; Court enforcement; the rent withholding program; graffiti abatement, reinspection of properties in noncompliance and associated reinspection fees; an Internship program; and a centralized call center that logs and documents complaints and requests for service. This Division employs approximately 45 employees, four of whom report directly to this position.

Although the job description for the position states that the minimum requirements for the job are "status as a regularly appointed City of Milwaukee employee in the department of Neighborhood Services at the level of Code Enforcement Assistant Supervisor or higher," the job analysis indicates that the requirements should be a bachelor's degree in public administration, business administration, or other related area and 6 years of experience managing code enforcement.

Many of the duties currently performed by this position had previously been performed by a position entitled building Construction Inspection Administrator, SG 11, that was eliminated some time ago. And, like other management positions in the Department, this position has assumed more authority due to organizational and other changes. For these reasons, we recommend that this position be reclassified to Building Codes Enforcement Manager, SG 10.

Residential Code Compliance Division, Continued

Hutchinson	Building Construction Inspection Assistant Supervisor	06	Building Codes Enforcement Supervisor	07
Greylak, Kaufman	Code Enforcement Assistant Supervisor	06	Building Codes Enforcement Supervisor	07

Rationale for Recommendation: These first-line Supervisors oversee the staff and work processes required to enforce building codes related to residential properties, almost all of which is driven by complaints and requests for service. Although one employee, Mr. Hutchinson, has a different job title, all all employee perform the same job. They review Inspectors' route sheets, documentation submitted, and citations; explain code regulations to business owners, landlords, tenants, and the general public; and coach and train staff. In addition, each Supervisor also has responsibility for a particular program. One example of such a program is the essential services program.

Like other supervisors in the Department, these positions have assumed higher level of responsibility and exercise more authority to proactively solve problems, create new processes; represent the Department in solving problems; and resolve employee relations issues. The job analysis indicates that these positions should require a bachelor's degree in a related area OR 4 years of experience as a Code Enforcement Inspector.

Klouda	Grant Monitor	06	Building Codes Enforcement Supervisor	07
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Rationale for Recommendation: The nature and level of work performed by this position is very similar to that of other Code Enforcement Assistant Supervisors in Residential Building Inspection. Minimum

Neighborhood Improvement Project (NIP)

Mishefske	Code Enforcement Assistant Supervisor	06	Neighborhood Improvement Project Manager	08
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Rationale for Recommendation: Although this position is physically located in the Department Neighborhood Services it operates independently from the Department, as an arm of the Community Development Block Grant Program.

This position manages NIP, a stand-alone grant-funded program with a 2007 budget of \$4.6 million dollars; rental compliance programs; and the City's Housing Production Program. NIP assists eligible owner-occupants in making required repairs to homes by estimating the cost of repairs, ensuring code compliance, and authorizing expenditures. Authorized repairs are made by community groups and funded by the Community Development Grants Administration. In 2005 this position became responsible for a new compliance process and in 2007 acquired responsibility for monitoring housing production work estimated to be \$2.5 million dollars performed by community groups. The job analysis indicates that the minimum requirements for this position include a bachelor's degree in building construction or related area and 4 years of experience managing a stand-alone program.

These changes have increased the level of responsibility and knowledge and skill required of the position and we therefore recommend that it be reclassified to Neighborhood Improvement Project Manager, SG 08.

Court Enforcement Section

Jacobs	Code Enforcement Assistant Supervisor	06	Building Codes Court Administrator	08
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Rationale for Recommendation: Although this position is physically located in the Residential Code Compliance Division, it is responsible for coordinating and overseeing all of the Department's work associated with the Municipal Court. The work of the Court Enforcement Section includes serving summons, verifying property conditions prior to Court, and reviewing documents required by the Court. Specific duties of this position include creating and implementing work processes, reviewing cases and supporting documentation, supervising staff, negotiating agreements with property owners prior to Court, and assisting the Assistant City Attorney during Court proceedings.

The job analysis indicates minimum requirements of a bachelor's degree in public administration, business administration or related area 2 years experience as a legal assistant or experience in a position requiring considerable exposure to the legal system. It should also be noted that this job was previously performed by a Building Code Specialist, SG 08. For these reasons we recommend that this position be reclassified to a Building Codes Court Administrator, SG 08.

Commercial Building Code Enforcement Division

	Current Job Title	Current SG	Proposed Title	Recommended SG
Roberts	Code Enforcement Inspection Supervisor	08	Building Codes Enforcement Manager	10

Rationale for Recommendation: This position manages all the work processes, budget, equipment and staff of the Commercial Building Code Enforcement Division consisting of about 32 employees. This Division enforces all building codes pertaining to commercial businesses and conducts annual fire inspections for all commercial businesses in the City. In addition, this oversees the condemnation program, zoning enforcement, signage enforcement, historic preservation code enforcement, and other related areas.

The job analysis indicates that minimum requirements of the position include a bachelor's degree in public administration, business or related area and 4 years of experience in code enforcement work, 2 years of which must have been in a leadership capacity.

The level of authority associated with this position has increased as the result of overall organizational changes described earlier in this report. Considering this change and the overall level of responsibility associated with this position, it appears appropriate to reclassify the position to Building codes Enforcement Manager, SG 10, equivalent to the manager of the residential code enforcement area.

Bender, Wessel	Code Enforcement Assistant Supervisor	06	Building Codes Enforcement Supervisor	07
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Rationale for Recommendation: Like their counterparts in residential code enforcement, these first-line Supervisors oversee the staff and work processes required to enforce building codes related to commercial buildings. They review Inspectors' route sheets, documentation submitted, and citations; explain code regulations to business owners, landlords, tenants, and the general public; and coach and train staff. Minimum requirements for the job are a bachelor's degree in any area OR 4 years of experience as a Code Enforcement Inspector. Like other supervisory position in the Department, the authority and responsibility associated with these jobs has increased. We therefore recommend that these positions be reclassified to the same level as assistant supervisors in the residential area.

Commercial Building Code Enforcement - Property Condemnation and Zoning

Kraco	Building Construction Inspection Assistant Supervisor	06	Building Construction Inspection Supervisor	09
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Rationale for Recommendation:

This position manages the staff, budget, and resources of the Department's condemnation program, and zoning enforcement efforts, both of which are attached to the Commercial Building Code Enforcement Division. Through this Program, the Department initiates proceedings against dangerous and unsound structures and, if the owner fails to act, authorizes private contractors to demolish the structures, adding the cost of demolition to the owner's property tax bill. The condemnation process involves property and ownerships rights and for that reason is carried out according to State Statutes, through the legal system. About 75 to 100 structures are demolished each year, requiring at a cost of \$1.3 million dollars. The staff of this area is required to assess, inspect, and bid out condemned properties. This position also enforces the City's zoning codes, Local Business Sign Ordinance, and enforcement of codes in the Historic Third Ward. Minimum requirements for the position include a bachelor's degree in construction management, engineering or field related to building construction and 4 years of work level in construction

management, 2 years of which were in a leadership capacity. There is significant pay compression between this Supervisor and his immediate subordinates. An increase of three salary grades is recommended, from SG 06 to 09, to alleviate pay compression and recognize the position's level of responsibility and level of technical knowledge and skill required.

**High-Level Leadership, Information Technology,
 Property Management Training, Budget/HR**

	Current Job Title	Current SG	Proposed Title	Recommended SG
Mishefske	Neighborhood Development Operations Manager	13	Neighborhood Services Operations Manager	14

Rationale for Recommendation: In order to maintain an appropriate differential between this position, which functions as the Department's second-in-command, and that of her highest paid subordinate, a position recommended for reclassification to SG 12, it is recommended that this position be reallocated to SG 14.

Crouse	Business Operations Manager	08	Business Operations Manager- Neighborhood Services	09
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Rationale for Recommendation: This position has responsibility for a number of administrative functions including payroll and personnel transactions; employee relations; monitoring 63 revenue accounts; budget preparation; billing; purchasing; oversight of the property recording program; public information; and educational programs such as the Landlord Training Program. The scope of responsibilities, which includes financial data, budgeting, and some human resources functions places this position at level comparable to Health Business Operations Manager, SG 09, and Library Business Operations Manager, SG 09.

Anderson	Network Services Coordinator-Sr.	06	Network Administrator	08
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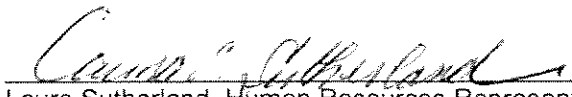
Rationale for Recommendation: As previously stated, the Department of Neighborhood Services has continuously leveraged information technology. Since 1999, for example, the number of operating systems has increased to a total of 4 (Netware, Linux, Windows NT, Windows 2000) and the number of desktop operating systems now includes Windows 98, 2000, SP, OS9.22, and OSX. In addition, increased functionality of the NSS system has created a demand for more administrative support.

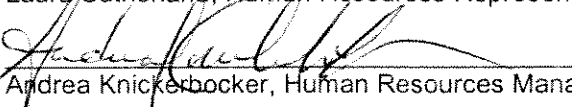
As a result, the Network Services Coordinator-Sr. now independently manages the Department's internal network, assuming responsibility for email filtering, anti-virus protection, patch management, system upgrades, user assistance, and the procurement of new hardware and software. The position also independently manages projects such as the current assessment of tablet PCs and the storage and retrieval of thousands of digital photographs of properties now residing in NSS database. The growth in this position indicates that it is equivalent to a Network Administrator, SG 08 and we recommend classification accordingly.

Long	Landlord Training and Development Manager	06	Property Management Program Coordinator	07
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Rationale for Recommendation: The Landlord Training Program is a one-of-a-kind training program not found elsewhere in the nation. Its primary goal is to train landlords how to keep illegal activity out of their properties. Due to its success and growth, the Program has now become a major source of information regarding Wisconsin's landlord-tenant law, property management, and housing issues for tenants, landlords, lending institutions, community groups, professional associations, law enforcement, and other entities. A number of lending institutions now require prospective landlords to complete this course as a loan requirement. Minimum job requirements include a bachelor's degree in an area related to housing and 2 years of work experience in housing issues. The impact of this position, and knowledge and skill required, is equivalent to other program managers such as in the Health Department allocated to Salary Grade 07. For that reason, we recommend that this position be reclassified to Property Management Program Coordinator, Salary Grade 07.

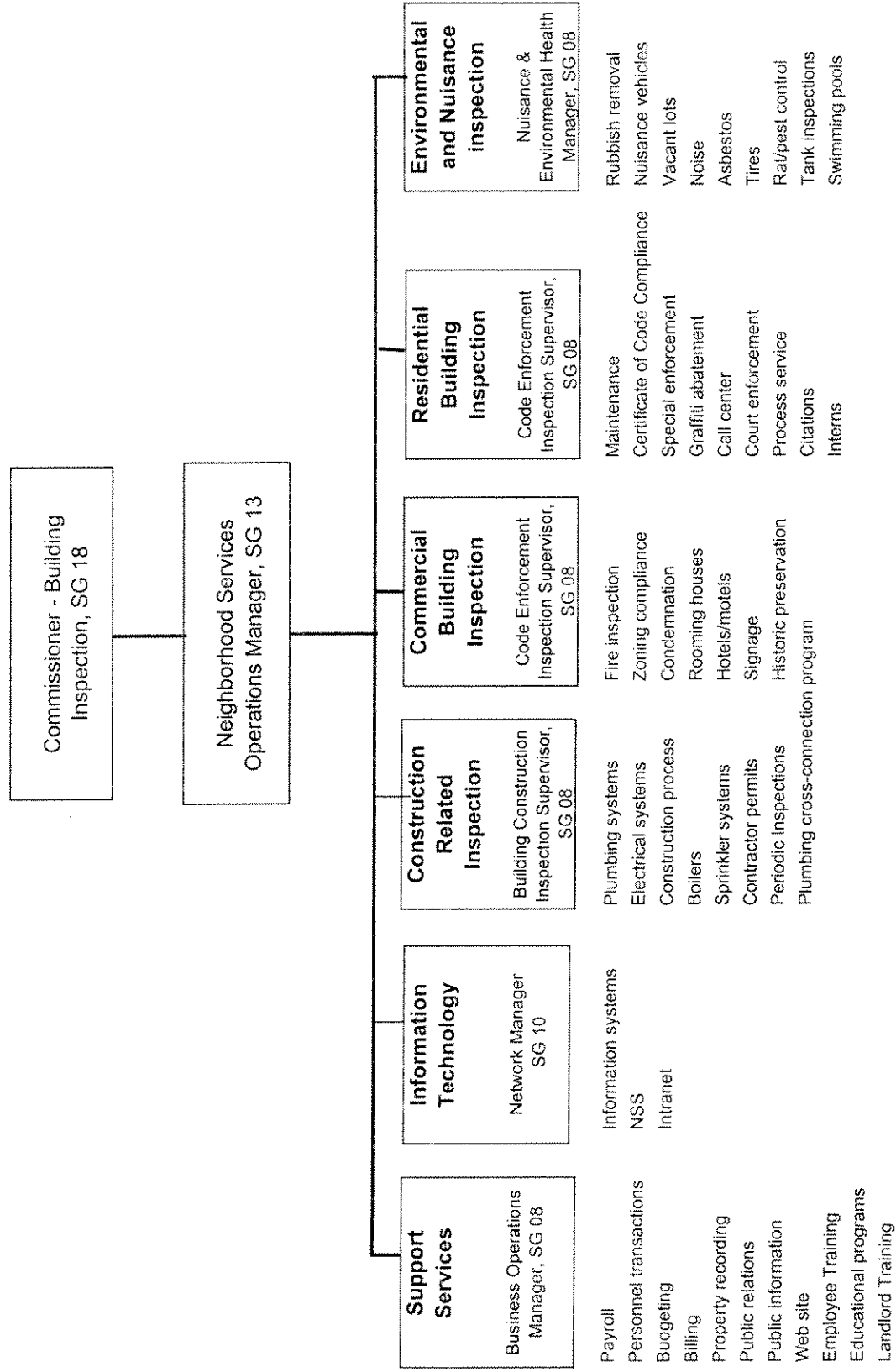


Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

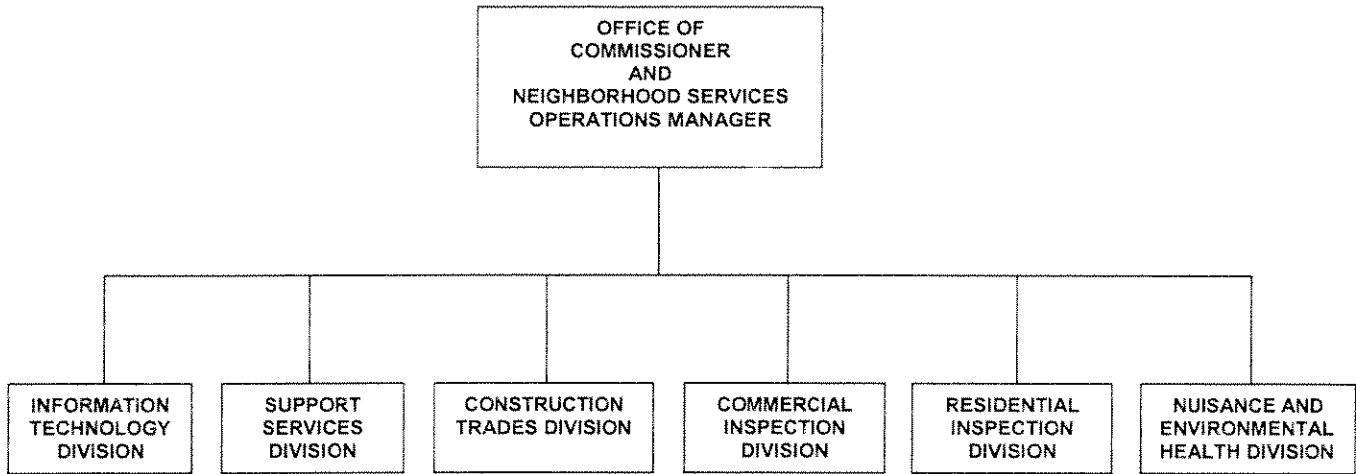
Department of Neighborhood Services Divisions and Functions

Source: DNS org 4.5



Attachment A

Attachment B



DEPARTMENT OF NEIGHBORHOOD SERVICES
 Frank P. Zeidler Municipal Building, 1st Floor

OFFICE OF THE COMMISSIONER

Commr-Building Insp	Collins, Martin	E 018	7A
Neigh Servs Operations Mgr	Williams, Teresa	E 013	7A
Administrative Asst II	Haack, Karen	445	3P

INFORMATION TECHNOLOGY DIVISION

Network Manager	Wood, Carolyn	010	4A
Network Servs Coord-Sr	Anderson, Karen	006	4A
Program Assistant II	Pucek, Susan	530	3G

SUPPORT SERVICES DIVISION

Business Opers Manager	Crouse, Jeffrey	008	4A
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ADMINISTRATIVE SERVICES SECTION

Public Info Coord	Weiler, Todd	E 005	4A
Office Supervisor II	Steffen, Lynne	002	4A
Admin Specialist	Styers, James	002	4A
Program Assistant II	Piwaron, Marge	530	3G
Personnel Payroll Asst II	Bogdanski, Barb	445	3G
Accounting Asst II	Eads, Sandra	445	3G
Accounting Asst II	Damske, Roxanne	445	3G
Office Assistant III	Hanus, Julie	425	3G
Office Assistant III	Stricklen, Kimberly	425	3G
478 Office Assistant I	Boyd, Vanessa	400	3G
Office Asst II (.5 FTE)	Bond, Kandrice	410	3G
Office Asst II (.5 FTE)	Bond, Kandrice	410	3G
Graduate Intern (.58 FTE)	Mack, Joseph	930	5A

BOARDS AND COMMISSIONS

Standards and Appeals Commission

Mbr. Stds & Appls Comm	7 Positions	E 036	7A
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CONSTRUCTION TRADES DIVISION

Bldg Const Insp Supvr	Paur, Richard	008	4A
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CONSTRUCTION SECTION

Code Enf Asst Supvr	Fritsche, Steven	006	4A
Bldg Const Inspector II	Friedrichs, James	589	3G
Bldg Const Inspector II	Goyette, Clarence	589	3G
Bldg Const Inspector II	Leonard, David	589	3G
Bldg Const Inspector II	Richter, William	589	3G
Bldg Const Inspector II	Robinson, Jerome	589	3G
Bldg Const Inspector II	Stone, Kristin	589	3G
Bldg Const Inspector II	Temperly, Timothy	589	3G
Bldg Const Inspector II	Walloch, Joel	589	3G
2537 Bldg Const Inspector I	Bolger, Tim	549	3G
2537 Bldg Const Inspector I	Eighme, Darrell	549	3G
2537 Bldg Const Inspector I	Hammerman, Michael	549	3G
Boiler Inspector II	Pucek, Randy	589	3G
Boiler Inspector II	Wilcox, Paul	589	3G
2534 Boiler Inspector I	Smith, James	549	3G
Office Assistant III	Horvath-Marti, Janis	425	3G
Office Assistant II	Vitrano, Charlotte	410	3G

ELECTRICAL INSPECTION SECTION

Electrical Insp Asst Supvr	Radmer, Robert	006	4A
Electrical Inspector II	Blanco, Kevin	589	3G
Electrical Inspector II	Budnik, Gregory	589	3G
Electrical Inspector II	Futterer, Karl	589	3G
Electrical Inspector II	McWaters, Jimmie	589	3G
Electrical Inspector II	Thiessenhusen, Pamela	589	3G
Electrical Inspector II	Turner, Mitchell	589	3G
2540 Electrical Inspector I	Krueger, Kyle	549	3G
2540 Electrical Inspector I	Powers, James	549	3G
Elevator Inspector II	Ruffin, Stephanie	589	3G
2560 Elevator Inspector I	Garza, Thomas	549	3G
2560 Elevator Inspector I	Upchurch, Eric	549	3G
Office Assistant III	Becker, Judy	425	3G
Office Assistant II	Pickens, Angelyn	410	3G

PLUMBING INSPECTION SECTION

Plumbing Insp Asst Supv	1 Vacant	006	4A
Plumbing Inspector II	Finco, Foster	788	3F
Plumbing Inspector II	Husar, Richard	788	3F
Plumbing Inspector II	Jaworski, William	788	3F
Plumbing Inspector II	Kirby, William	788	3F
Plumbing Inspector II	Marciniak, Matt	788	3F
Plumbing Inspector II	McMillian, Burgess	788	3F
Plumbing Inspector II	Sorenson, Bruce	788	3F
Plumbing Inspector II	Vincent, Brian	788	3F
2567 Plumbing Inspector I	Polk, David	785	3F
2567 Plumbing Inspector I	Winterhalter, James	785	3F
2567 Plumbing Inspector I	Zoladkiewicz, Daniel	785	3F
Sprinkler Constr Insp I	Hayes, DuWayne	589	3G
2563 Sprinkler Constr Insp I	Nowak, Mark	549	3G
Office Assistant III	Ramos-Mani, Teresa	425	3G
Office Assistant II	Burt, Joyce	410	3G

CROSS CONNECTION SECTION

Plumbing Insp Asst Supv	Jenkins, Hallet	006	4A
Plumbing Inspector II	2 Vacant	788	3F
2567 Plumbing Inspector I	Burke, Michelle	785	3F
Office Assistant III	Marass, Michael	425	3G
Office Assistant II	Trotter, Almira	410	3G

COMMERCIAL INSPECTION DIVISION

Code Enf Insp Supvr	Roberts, Ronald	008	4A
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COMMERCIAL INSPECTION SECTION

Code Enf Asst Supvr	Bender, Pandora	006	4A
Code Enf Asst Supvr	Kaufman, Brian	006	4A
Code Enf Inspector II	Alaniz, Richard	541	3G
Code Enf Inspector II	Anderson, Billy	541	3G
Code Enf Inspector II	Giles, Douglas	541	3G
Code Enf Inspector II	Krimmer, Douglas	541	3G
Code Enf Inspector II	Michalek Jr, Gerald	541	3G
Code Enf Inspector II	Parazinski, Roger	541	3G
Code Enf Inspector II	Robinson, Simon	541	3G
Code Enf Inspector II	Woytek, Lawrence	541	3G
Code Enf Inspector II	2 Vacant	541	3G
2552 Code Enf Inspector I	Ellzey, Dameron	530	3G
2552 Code Enf Inspector I	Gollman, Bradley	530	3G
2552 Code Enf Inspector I	Holubowicz, Christopher	530	3G
2552 Code Enf Inspector I	Jones, Robert	530	3G
2552 Code Enf Inspector I	Rabatin, Rebecca	530	3G
2552 Code Enf Inspector I	Zak, James	530	3G
Office Assistant III	Koester, Diane	425	3G
Office Asst II (.5 FTE)	White, Ellen	410	3G

CONDEMNATION SECTION

Bldg Constr Inspection			
Asst Supervisor	Kraco, Christopher	006	4A
Bldg Const Inspector II	Kraus, Brian	589	3G
Bldg Const Inspector II	Schulz, Paul	589	3G
2537 Bldg Const Inspector I	Swanson, James	549	3G
Spec Enforcement Insp	Armstrong, Gary	572	3G
Spec Enforcement Insp	Dama, Matthew	572	3G
Spec Enforcement Insp	Ferrill, Angela	572	3G
Office Assistant III	Sparapane, Wendy	425	3G
Office Assistant III	Taylor, Annette	425	3G

RESIDENTIAL INSPECTION DIVISION

Code Enf Insp Supvr	Krey, David	008	4A
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CODE ENFORCEMENT SECTION

Code Enf Asst Supvr	Greylak, Michael	006	4A
Bldg Const Insp Asst Supvr	Hutchinson, Clyde	006	4A
Spec Enforcement Insp	Blando, Sharon	572	3G
Spec Enforcement Insp	Cortez, Vincent	572	3G
Spec Enforcement Insp	Zyszkiewicz, Gregory	572	3G
Code Enf Inspector II	Berry, Jeffery	541	3G
Code Enf Inspector II	Cullaton, John	541	3G
Code Enf Inspector II	Lang, Jon	541	3G
Code Enf Inspector II	Laritson, Peter	541	3G
Code Enf Inspector II	Peizek, Mark	541	3G
Code Enf Inspector II	Sheridan, Norman	541	3G
Code Enf Inspector II	Wysocki, James	541	3G
Code Enf Inspector II	2 Vacant	541	3G
2552 Code Enf Inspector I	Bates Jr., Robert	530	3G
2552 Code Enf Inspector I	Berigan, Douglas	530	3G
2552 Code Enf Inspector I	Boswell, Kelly	530	3G
2552 Code Enf Inspector I	Chalstrom, Stephen	530	3G
2552 Code Enf Inspector I	Dorszynski, John	530	3G
2552 Code Enf Inspector I	Drake Sr., Victor	530	3G
2552 Code Enf Inspector I	Hughes Jr, Mack	530	3G
2552 Code Enf Inspector I	Lemmer, Eric	530	3G
2552 Code Enf Inspector I	Lopez, Ricardo	530	3G
2552 Code Enf Inspector I	Neal, Willis	530	3G
2552 Code Enf Inspector I	Payne, Joseph	530	3G
2552 Code Enf Inspector I	Schueft, Korey	530	3G
2552 Code Enf Inspector I	Tyler, Stacey	530	3G
2552 Code Enf Inspector I	Weed, Heidi	530	3G
2552 Code Enf Inspector I	Wisniewski, Rosemary	530	3G
Program Assistant II	Kendzierski, Katherine	530	3G
Office Assistant IV	Velez, San Juanita	445	3G
Customer Service Rep II	Anderson, Sandra	435	3G
Customer Service Rep II	Juarez, Christella	435	3G
Customer Service Rep II	1 Vacant	435	3G
Customer Service Rep I	McDaniel, Marsha	425	3G

COURT SECTION

Code Enf Asst Supvr	Jacobs, Karen	006	4A
Bldg Code Enf Insp	Demski, Michael	553	3G
Bldg Code Enf Insp	Slonkier, Susan	553	3G
Office Assistant IV	Hagner, Jeanne	445	3G
Office Assistant III	Mitchell, Rita	425	3G
Office Assistant II	Martinez, Gabrielle	410	3G

GRANT PROGRAMS

GRAFFITI, AND RECEIVERSHIP

Admin Spec-Sr (.5 FTE)	1 Vacant	004	4A
Spec Enf Inspector	Cleary, Thomas	572	3G
Customer Service Rep II	Roberson, Herlyn	435	3G

NEIGHBORHOOD IMPROVEMENT PROGRAM (NIP)

Code Enf Asst Supvr	Mishefske, Thomas	006	4A
Housing Rehab Coord	1 Vacant	005	4A
4274 Housing Programs Spec	Richardson, Mary	003	4A
Housing Rehab Insp	Dempsey, Doyle	553	3G
Housing Rehab Insp	Klein, Arlin	553	3G
Housing Rehab Insp	Pellerin, Maria	553	3G
Office Assistant III	Kittrell, Clara	425	3G



PROPERTY MANAGEMENT (CDA)

Landlord Trng & Dev Mgr	Long, Karin	006	4A
Program Assistant II (0.5 FTE)	Mueller, Denise	530	3G
Program Assistant II (0.5 FTE)	Mueller, Denise	530	3G

Targeted Enforcement (CDA)

Code Enf Asst Supvr	Wessel, Thomas	006	4A
Grant Monitor	1 Vacant	006	4A
Spec Enforcement Insp	Garbish, Kenneth	572	3G
Spec Enforcement Insp	Klouda, Jennifer	572	3G
Spec Enforcement Insp	Pitts, Tillman	572	3G
Spec Enforcement Insp	Vandre, Todd	572	3G
Code Enforcement Intern	7 Vacant	529	3G
Customer Service Rep II	Wellman, Rondee	435	3G

NUISANCE & ENVIRONMENTAL HEALTH DIVISION

Nuisance & Environmental Health Manager	Schaewe, Don	008	4A
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NUISANCE CONTROL SECTION

Nuisance Control Supvr	Igowsky, James	006	4A
Nuisance Control Supvr	1 Vacant	006	4A
Nuisance Control Officer II	Anderson, Willie	516	3G
Nuisance Control Officer II	Carter, David	516	3G
Nuisance Control Officer II	Carter, Henry	516	3G
Nuisance Control Officer II	Fink, Dennis	516	3G
Nuisance Control Officer II	Gaines, Johnny	516	3G
Nuisance Control Officer II	Holst, Charles	516	3G
Nuisance Control Officer II	Macklin, Deborah	516	3G
Nuisance Control Officer II	Marquardt, David	516	3G
Nuisance Control Officer II	Newell, Frances	516	3G
Nuisance Control Officer II	Newell, James	516	3G
Nuisance Control Officer II	Tyler, Clem	516	3G
Nuisance Control Officer II	2 Vacant	516	3G

2587 Nuisance Control Officer I	Duncan Jr., James	500	3G
2587 Nuisance Control Officer I	Kay, Thomas	500	3G
2587 Nuisance Control Officer I	Kolberg, John	500	3G
2587 Nuisance Control Officer I	Monte, Jennifer	500	3G
2587 Nuisance Control Officer I	Weiser, Jennifer	500	3G
Office Assistant IV	Petrie, Laurie	445	3G
Office Assistant III	Medina, Jacquelyn	425	3G

ENVIRONMENTAL HEALTH SECTION

Site Improvement Spec	Ferraro, Frank	005	4A
Program Assistant II	Cole, Raphiel	530	3G
Environmental Hygienist	Chilinski, Gerard	555	3G
Environmental Hygienist	Flores, Melissa	555	3G
Environmental Hygienist	Goodman, Anthony	555	3G
Environmental Hygienist	Lewandowski, Erica	555	3G
Environmental Hygienist	Thompson, John	555	3G
Office Assistant III	Otto, Marcetta	425	3G
Office Assistant II (JS)	Buege, Lori	410	3G
Office Assistant II (JS)	Racer, Jan	410	3G

PROACTIVE RAT INFESTATION ABATEMENT GRANT

Nuisance Control Officer I (0.5 FTE)	Fusek, John	500	3G
Nuisance Control Officer I (0.5 FTE)	Lindsey, Latanya	500	3G

OPERATION IMMEDIATE CLEANUP GRANT

Nuisance Control Officer II	1 Vacant	500	3G
2587 Nuisance Control Officer I	Demski, Mark	500	3G
Office Assistant II (0.5 FTE)	Racer, Jan	410	3G

Auxiliary Positions

Code Enf Inspector II	2 Vacant	541	3G
Bldg Constr Inspector II	2 Vacant	589	3G
Nuisance Control Officer II	1 Vacant	516	3G
Special Enforcement Insp	2 Vacant	572	3G

**Attachment C-Summary of Recommendations
for Job Titles and Salary Grades
Department of Neighborhood Services**

Employee Relations
Compensation Services Division
May 31, 2007
Revised July 19, 2007

Construction Inspection					
	Current Title		SG	Recommended Title	SG
1	Paur	Building Construction Inspection Supervisor	8	Building Construction Inspection Division Manager	12
2	Fritsche	Code Enforcement Assistant Supervisor	6	Building Construction Inspection Supervisor	9
3	Husar	Plumbing Inspection Assistant Supervisor	6	Plumbing Inspection Supervisor	9
4	Jenkins	Plumbing Inspection Assistant Supervisor	6	Plumbing Inspection Supervisor	9
5	Radmer	Electrical Inspection Assistant Supervisor	6	Electrical Inspector Supervisor	9

Nuisance and Environmental Code Compliance					
	Current Title		SG	Recommended Title	SG
6	Schaewe	Nuisance and Environmental Health Manager	8	Environmental Code Enforcement Manager	10
7	1-Position*	Nuisance Control Supervisor	6	Environmental Code Enforcement Supervisor	7
8	1-Position*	Nuisance Control Supervisor	6	Nuisance Control Supervisor	6

*There are currently two positions of Nuisance Control Supervisor, SG 06. One position is held by J. Igowski and the other is held by A. Goodman. One position will be reclassified to Environmental Code Supervisor, SG 07 and head the Environmental Code Section. The other position will remain as

Residential Building Code Compliance					
	Current Title		SG	Recommended Title	SG
9	Krey	Code Enforcement Inspection Supervisor	8	Building Codes Enforcement Manager	10
10	Greyiak	Code Enforcement Assistant Supervisor	6	Building Codes Enforcement Supervisor	7
11	Hutchinson	Building Construction Inspection Assistant Supervisor	6	Building Codes Enforcement Supervisor	7
12	Kaufman	Code Enforcement Assistant Supervisor	6	Building Codes Enforcement Supervisor	7
13	Klouda	Grant Monitor	6	Building Codes Enforcement Supervisor	7
14	Vacant	Code Enforcement Assistant Supervisor	6	Neighborhood Improvement Project Manager	8
15	Jacobs	Code Enforcement Assistant Supervisor	6	Building Codes Court Administrator	8

Commercial Building Code Enforcement					
	Current Title		SG	Recommended Title	SG
16	Roberts	Code Enforcement Inspection Supervisor	8	Building Codes Enforcement Manager	10
17	Bender	Code Enforcement Assistant Supervisor	6	Building Codes Enforcement Supervisor	7
18	Wessel	Code Enforcement Assistant Supervisor	6	Building Codes Enforcement Supervisor	7

Property Condemnation and Zoning					
	Current Title		SG	Recommended Title	SG
19	Kraco	Building Construction Inspection Assistant Supervisor	6	Building Construction Inspection Supervisor	9

High-Level Leadership, Information Technology, Property Management Training, Budget/HR					
	Current Title		SG	Recommended Title	SG
20	Mishefske	Neighborhood Services Operations Manager	13	Neighborhood Services Operations Manager	14
21	Crouse	Business Operations Manager	8	Business Operations Manager-Neighborhood Services	9
22	Anderson	Network Services Coordinator-Sr.	6	Network Administrator	8
23	Long	Landlord Training and Development Manager	6	Property Management Program Coordinator	7

Attachment D
 Salary Changes Associated with Department of Neighborhood Services

	Current Title	Curr SG	Recommended Title	Rec SG	Current Annual Rate	New Annual Rate
Mishefske	Neighborhood Services Operations Manager	13	Neighborhood Services Operations Manager	14	\$75,421	\$80,405
Anderson	Network Services Coordinator-Sr.	6	Network Administrator	8	\$65,518	\$67,898
Bender	Code Enforcement Assistant Supervisor	6	Building Codes Enforcement Supervisor	7	\$67,566	\$69,841
Crouse	Business Operations Manager	8	Business Operations Manager- Neighborhood Services	9	\$76,736	\$79,355
Fritsche	Code Enforcement Assistant Supervisor	6	Building Construction Inspection Supervisor	9	\$67,566	\$70,219
Greytak	Code Enforcement Assistant Supervisor	6	Building Codes Enforcement Supervisor	7	\$67,566	\$69,841
Husar	Plumbing Inspection Assistant Supervisor	6	Plumbing Inspection Supervisor	9	\$59,775	\$62,135
Hutchinson	Building Construction Inspection Assistant Supervisor	6	Building Codes Enforcement Supervisor	7	\$67,566	\$69,841
1-position	Nuisance Control Supervisor	6	Environmental Code Supervisor	7	\$67,566	\$69,841
Jacobs	Code Enforcement Assistant Supervisor	6	Building Codes Court Administrator	8	\$67,566	\$70,006
Jenkins	Plumbing Inspection Assistant Supervisor	6	Plumbing Inspection Supervisor	9	\$65,518	\$68,104

Attachment D
 Salary Changes Associated with Department of Neighborhood Services

Kaufman	Code Enforcement Assistant Supervisor	6	Building Codes Enforcement Supervisor	7	\$67,566	\$69,841
Klonda	Grant Monitor	6	Building Codes Enforcement Supervisor	7	\$57,975	\$59,939
Kraco	Building Construction Inspection Assistant Supervisor	6	Building Construction Inspection Supervisor	9	\$61,632	\$64,063
Krey	Code Enforcement Inspection Supervisor	8	Building Codes Enforcement Manager	10	\$76,736	\$79,553
Long	Landlord Training and Development Manager	6	Property Management Program Coordinator	7	\$67,566	\$69,841
Vacant	Code Enforcement Assistant Supervisor	6	Neighborhood Improvement Project Manager	8		
1-position	Nuisance Control Supervisor	6	Nuisance Control Supervisor	6	\$67,566	\$67,566
Paur	Building Inspection Construction Supervisor	8	Building Construction Inspection Division Manager	12	\$76,736	\$79,975
Radmer	Electrical Inspection Assistant Supervisor	6	Electrical Inspector Supervisor	9	\$67,566	\$70,219
Roberts	Code Enforcement Inspection Supervisor	8	Building Codes Enforcement Manager	10	\$76,736	\$79,553
Schaewe	Nuisance and Environmental Health Manager	8	Environmental Code Enforcement Manager	10	\$72,180	\$74,833
1-Position	Nuisance Control Supervisor	6	Nuisance Control Supervisor	7	Unknown	
Wessel	Code Enforcement Assistant Supervisor	6	Building Codes Enforcement Supervisor	7	\$61,632	\$63,719

In the Salary Ordinance:

Under Salary Grade 014, add the title "Neighborhood Services Operations Manager".
Under Salary Grade 013, delete the title "Neighborhood Services Operations Manager".
Under Salary Grade 012, add the title "Building Construction Inspection Division Manager".
Under Salary Grade 010, add the title "Building Codes Enforcement Manager" and Environmental Code Enforcement Manager".
Under Salary Grade 009, add the titles "Business Operations Manager-Neighborhood Services", "Building Construction Inspection Supervisor", "Electrical Inspector Supervisor" and "Plumbing Inspection Supervisor".
Under Salary Grade 008, add the titles "Neighborhood Improvement Project Manager", "Building Codes Court Administrator" and delete titles "Building Construction Inspection Supervisor", "Code Enforcement Inspection Supervisor", and "Nuisance and Environmental Health Manager".
Under Salary Grade 007, add the titles "Building Codes Enforcement Supervisor", "Environmental Code enforcement Supervisor" and "Property Management Program Coordinator".
Under Salary Grade 006, delete the titles "Building Construction Inspection Assistant Supervisor", "Code Enforcement Assistant Supervisor", Plumbing Inspection Assistant Supervisor", Electrical Inspection Assistant Supervisor", "Landlord Training and Development Manager" and Network Services Coordinator-Sr".

In the Positions Ordinance:

Under Department of Neighborhood Services, under Information Technology Division, delete one title of "Network Services Coordinator-Senior" and add one position of "Network Administrator"; under Support Services Division, delete one position of "Business Operations Manager" and add one position of "Business Operations Manager-Neighborhood Services "; under Construction Trades Division, delete one position of "Building Construction Inspection Supervisor(X)(Y) and add position of "Building construction Inspection Division Manager(X)(Y)"; under Construction Section, delete one position of "Code Enforcement Assistant Supervisor" and add one position of "Building Construction Inspection Supervisor"; under Electrical Inspection Section, delete one position of "Electrical Inspection Assistant Supervisor(X)" and add one position of "Electrical Inspector Supervisor(X)"; under Plumbing Inspection Section, delete one position of "Plumbing Inspector Assistant Supervisor(X)" and add one position of "Plumbing Inspection Supervisor(X)"; under Cross Connection Section, delete one position of "Plumbing Inspector Assistant Supervisor(X)" and add one position of "Plumbing Inspection Supervisor (X)"; under Commercial Inspection Division, delete one title of "Code Enforcement Inspection Supervisor(X)(Y)" and add one position of "Building Codes Enforcement Manager(XY)"; under Commercial Inspection Section, delete two positions of "Code Enforcement Assistant Supervisor(X)" and add two positions of "Building Codes Enforcement Supervisor(X)"; under Condemnation Inspection Section, delete one title of "Building Construction Inspection Assistant Supervisor(X)" and add one title of "Building Construction Inspection Supervisor(X)";



under Residential Inspection Division, delete one position of "Code Enforcement Inspection Supervisor(X)(Y)", and add one position of "Building Codes Enforcement Manager(X)(Y)"; under Code Enforcement Section, delete one position of "Code Enforcement Assistant Supervisor(X)", "Building Construction Inspection Assistant Supervisor(X)" and add two positions of "Building Codes Enforcement Supervisor(X)"; under Court Section, delete one position of "Code Enforcement Assistant Supervisor(X)(Y)" and add one position of "Building Codes Enforcement Supervisor(X)(Y)"; under Property Management (A), delete one position of "Landlord Training and Development Manager (A)(X)" and add one position of "Property Management Program Coordinator(A)(X)"; under Targeted Enforcement (A), delete one position of "Code Enforcement Assistant Supervisor(A)(X)", "Grant Monitor", add two positions of "Buildings Codes Enforcement Supervisor(A)(X)"; under Neighborhood Improvement Program(NIP), delete one position of Code Enforcement Assistant Supervisor(A)(X) and add one position of "Neighborhood Improvement Project Manager(A)(X)"; under Nuisance and Environmental – Health Division, delete one position of "Nuisance and Environmental Health Manager (X)(Y)" and add one position of "Environmental Code Enforcement Manager (X)(Y)"; under Nuisance Control Section, delete one position of "Nuisance Control Supervisor (X)(Y)" , and add one position of "Environmental Code Enforcement Supervisor(X)(Y)".