



Department of Employee Relations

May 13, 2013

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

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

Dear Committee Members:

Re: Common Council File Number 121696

The following classification and pay recommendations will be submitted to the City Service Commission on **May 14, 2013**. We recommend these changes subject to approval by the City Service Commission.

1. In the Department of Administration, Information & Technology Management Division, various positions are recommended for reclassification.
2. In the Common Council-City Clerk-License Division:
 - Eight positions of License Specialist, PR 6JN are recommended for reclassification to a new pay level structure that includes new titles of License Specialist III, PR 5GN, License Specialist II, PR 5EN or License Specialist I, PR 5DN (underfill title).
 - One position of License Coordinator, PR 1AX is recommended for reallocation to Pay Range 1CX.
3. In the Health Department, one position of Office Assistant II, PR 6EN is recommended for reclassification to Office Assistant IV, PR 6HN.

The following classification and pay recommendations were approved by the City Service Commission on **April 30, 2013**.

1. In the DPW-Operations Division-Fleet Services, for one position of Fleet Equipment Service Writer, PR 7EN it is recommended to add a footnote that allows for a 3% task rate when an incumbent is designated to act as a lead worker.
2. For the position of Fluid Power Systems Technician, PR 7HN, is recommended to add a footnote that clarifies that this title is a promotional opportunity for other Fleet Services titles in PR 7HN.

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: 4 Job Evaluation Reports
2 Fiscal Notes

C: Mark Nicolini, James Carroll, Deborah Ford, Nicole Fleck, Sharon Robinson, Nancy Olson, Richard Watt, Donald Kenealy, James Patzer, Corey Richards, Julia Jackson, Richard Domack, Christopher Robles, Kevin Baas, Jill Price, David Henke, Lisa Olive, James Owczarski, Rebecca Grill, Angelyn Ward, Bevan Baker, Barbara Henry, Lisa Phillips, Sherri Green, Ghassan Korban, Preston Cole, Dan Thomas, Jeffrey Tew, Michael O'Donnell, Paul Klajbor, Dawn Crowbridge, Richard Abelson, Kenneth Wischer, Daniel Panowitz, Calvin Lee, and Penni Secore (DC48)



JOB EVALUATION REPORT

City Service Commission Meeting Date: May 14, 2013

This report recommends appropriate classifications and compensation levels for positions in the Department of Administration-Information and Technology Management Division. With the 2013 budget, information technology positions from several city departments were transferred into DOA-ITMD. These changes standardize titles and align duties and responsibilities.

DOA-INFORMATION & TECHNOLOGY MANAGEMENT DIVISION

Current	Request	Recommendation
Information Technology Specialist PR 3GN (\$39,522 - \$47,065) 1 position Computer Operator III PR 3EN (\$39,604 - \$44,277) 1 position	IT Support Associate PR 5GN (\$41,150 - \$48,721) 2 positions	IT Support Associate PR 5GN (\$41,150 - \$48,721) 2 positions
Network Analyst-Assistant PR 2EN (\$49,472 - \$61,871) 4 positions Automated Systems Specialist PR 2GN (\$55,374 - \$70,295) 1 position	IT Support Specialist PR 2EN (\$49,472 - \$61,871) 5 positions	IT Support Specialist PR 2EN (\$49,472 - \$61,871) 5 positions
Telecommunications Analyst-Associate PR 2GX (\$50,206 - \$70,295) 1 position Network Analyst-Senior PR 2HN (\$62,009 - \$74,922) 1 position	IT Support Specialist-Senior PR 2GN (\$55,374 - \$70,295) 2 positions	IT Support Specialist-Senior PR 2GN (\$55,374 - \$70,295) 2 positions
Network Analyst-Senior PR 2HN (\$62,009 - \$74,922) 1 position Systems Analyst-Project Leader PR 2LX (\$69,090 - \$96,722) 1 position	IT Support Specialist-Lead PR 2HN (\$62,009 - \$74,922) 2 positions	IT Support Specialist-Lead PR 2HN (\$62,009 - \$74,922) 2 positions
Applications Programmer PR 2GX (\$50,206 - \$70,295) 1 position	Programmer Analyst PR 2GN (\$55,374 - \$70,295) 1 position	Programmer Analyst PR 2GN (\$55,374 - \$70,295) 1 position
Telecommunications Analyst-Senior PR 2IX (\$57,028 - \$79,836) 1 position	Communications Facilities Coordinator PR 3SN (\$64,697 - \$77,134) 1 position	Communications Facilities Coordinator PR 3SN (\$64,697 - \$77,134) 1 position

IT Support Services Manager PR 1GX (\$64,805 - \$90,728) 1 position	IT Support Services Supervisor PR 1GX (\$64,805 - \$90,728) 1 position	IT Support Services Supervisor PR 1GX (\$64,805 - \$90,728) 1 position
Information Systems Manager PR 1LX (\$89,161 - \$124,823) 1 position	Information Services Manager PR 1IX (\$73,627 - \$103,077) 1 position	Information Services Manager PR 1IX (\$73,627 - \$103,077) 1 position
Public Works IT Manager PR 1IX (\$73,627 - \$103,077) 1 position	Telecommunications Manager PR 1IX (\$73,627 - \$103,077) 1 position	Telecommunications Manager PR 1IX (\$73,627 - \$103,077) 1 position
Office Supervisor I PR 2BN (\$36,507 - \$51,106) 1 position	Study of Position	Administrative Specialist-Senior PR 2EX (\$44,194-\$61,871) 1 position

Background

The 2013 budget consolidated several areas of information technology and management into the DOA - Information Technology and Management Division (ITMD). In 2013, networking, telecommunications, and Information Technology (IT) application development and support functions have moved from the Department of Public Work Technical Services Section to ITMD. The 2013 budget also moved three Health Department IT positions, one of two Common Council City Clerk IT positions, and one DOA-Business Operations Division IT position into ITMD.

In reviewing these positions, staff analyzed new job descriptions and held discussions with Nancy Olson, Chief Information Officer. In most instances, where different titles have existed for positions with similar functions, the previous DPW job series titles have been recommended.

Previous:	Information Technology Specialist	PR 3GN	Health
	Computer Operator III	PR 3EN	ITMD
Recommendation:	IT Support Associate	PR 5GN	2 positions

The IT Support Associate is responsible for assisting in the development and helpdesk support of city department office automation and server-based application systems. The position requires an Associate's Degree in IT or closely related field or a minimum of two years of experience in desktop support. This position title currently exists for a position transferred from DPW. We therefore recommend these two positions be reclassified to the title of IT Support Associate in Pay Range 5GN.

Previous:	Network Analyst-Assistant	PR 2EN	Health, ITMD, BOD
	Automated Systems Specialist	PR 2GN	ITMD
Recommendation	IT Support Specialist	PR 2EN	5 positions

The IT Support Specialist is responsible for assisting in the maintenance, upgrading, and support of city department local area networks, office automation, and server-based application systems including related equipment. The position requires an Associate's Degree in IT or closely related field and a minimum of one year of experience in desktop support. This position title currently exists for positions transferred from DPW. We therefore recommend these four positions be reclassified to the title of IT Support Specialist in Pay Range 2EN.

Previous:	Telecommunications Analyst-Associate	PR 2GX	HEALTH
	Network Analyst-Senior	PR 2HN	ITMD
Recommendation	IT Support Specialist-Senior	PR 2GN	2 positions

The IT Support Specialist-Senior is responsible for assisting in the maintenance, upgrading, and support of city department local area networks, office automation, and server-based application systems including related equipment. The position requires an Associate's Degree in IT or closely related field and a minimum of two years of experience in desktop support. This position title currently exists for positions transferred from DPW. We therefore recommend these two positions be reclassified to the title of IT Support Specialist-Senior in Pay Range 2GN.

Previous:	Network Analyst-Senior	PR 2HN	ITMD
	Systems Analyst-Project Leader	PR 2LX	ITMD
Recommendation:	IT Support Specialist-Lead	PR 2HN	2 positions

The IT Support Specialist-Lead is responsible for assisting in the maintenance, upgrading, and support of city department local area networks, office automation, and server-based application systems including related equipment. The position provides direction and assistance to other IT Support Specialist positions at a lower level. The position requires an Associate's Degree in IT or closely related field and a minimum of four years of experience in desktop support. This position title currently exists for a position transferred from DPW. We therefore recommend these two positions be reclassified to the title of IT Support Specialist-Lead in Pay Range 2HN.

Previous:	Applications Programmer	PR 2GX	DPW
Recommendation:	Programmer Analyst	PR 2GN	1 position

The Programmer Analyst is responsible for performing project assignments through programming and systems analysis. The position requires a Bachelor's Degree in Information systems or related field. Equivalent combination and education and experience may be considered. This position title currently exists for positions in DOA-ITMD. We therefore recommend this position be reclassified to the title of Programmer Analyst in Pay Range 2GN.

Previous:	Telecommunications Analyst-Senior	PR 2IX	DPW
Recommendation:	Communication Facilities Coordinator	PR 3SN	1 position

The Communications Facilities Coordinator is responsible for coordinating and providing telecommunications and data networking services for city departments. This includes the city telephone system, data cable services, remodeling, and new construction. The position requires a related Associate's Degree and 3 years of related technical experience. This position title currently exists for a position transferred from DPW. We therefore recommend this position be reclassified to the title of Communication Facilities Coordinator in Pay Range 3SN.

Previous:	IT Support Services Manager	PR 1GX	DPW
Recommendation	IT Support Services Supervisor	PR 1GX	1 position

The IT Support Services Supervisor is responsible for supervising the technical support team, system implementations, monitoring the City's Active Directory, overseeing backup operations, and monitoring and assigning support logs. The position is responsible for maintaining these systems: data files shares, email systems, and Microsoft servers. The position requires a Bachelor's Degree in Information Systems Management or closely related degree and five years of computer support and management experience with local and wide area network installations, maintenance, repair and related technical/software functions. We recommend the title for this position be changed to IT Support Services Supervisor in Pay Range 1GX to be in line with other titles within ITMD.

Previous:	Information Systems Manager	PR 1LX	ITMD
Recommendation:	Information Services Manager	PR 1IX	1 position

The Information Services Manager is responsible for researching, and implementing citywide projects. The position is responsible for the planning, provisioning, IT support, systems management, installation, and operation of these citywide projects. Responsibilities include creating strategic plans and forecasting system purchases; the overall functioning and maintenance of the city servers and applications, and managing the technical support section of the division. The position requires a Bachelor's Degree in Information Systems Management or closely related degree and five years of supervisory, project management, and technical support experience in local and wide area network installation, maintenance, repair and related functions. We recommend the reclassification of this position to the title of Information Services Manager in Pay Range 1IX.

Previous:	Public Works IT Manager	PR 1IX	DPW
Recommendation	Telecommunications Manager	PR 1IX	1 position

The Telecommunications Manager has responsibility for city-wide telecommunications infrastructure and services. This position manages a staff responsible for the reliability of municipal networks, the city telephone services and cell phones. The positions requires a Bachelor's Degree in Information Systems Management or closely related field and at least five years of experience managing the installation and support of local, wide, and wireless area networks, and enterprise unified and wireless telecommunication systems. We recommend this position be retitled to Telecommunications Manager in Pay Range 1IX.

Previous:	Office Supervisor I	PR 2BN	ITMD
Recommendation	Administrative Specialist-Senior	PR 2EX	1 position

The position acts as confidential administrative assistant to the Chief Information Officer and the Policy and Administration Manager. This position maintains the purchasing and billing schedules for the division and for the city IT networks and systems. Responsibilities include:

- Initiates and process all purchasing for ITMD
- Maintains all software and hardware maintenance contracts
- Provides administrative support for ITMD
- Oversees all ITMD payroll operations
- Monitors departmental account balances including grants and capital accounts
- Processes all accounts receivable including internal and external billings
- Supervises the work of the Administrative Assistant II, PR 6HN

The position requires an Associate's Degree in Business Management or a closely related field and three years of experience at or above the level of an Office Assistant III.

Analysis

Previous to the current ITMD reorganization, this position has served as the primary administrative support for the division, providing all purchasing, accounts receivable, budget monitoring, contract management and payroll operations. With the reorganization, these duties and responsibilities are expanded to include IT related purchasing and accounts receivable previously administered within DPW including DPW hardware and software as well as billing and purchasing related to telephones and networking. In addition the position will oversee the work of an Administrative Assistant II.

In determining the recommendation for this position staff reviewed the position's current job description and job analysis questionnaire as well as job descriptions for related positions in other city departments including:

Department	Position Title	PR	Range
DPW-ITMD	Office Supervisor I (current title)	2BN	\$36,507-\$51,106
DPW-Administrative Services	Program Assistant III	5IN	\$46,607-\$53,328
DPW-Administrative Services	Business Services Specialist	2DN	\$45,210-\$58,037
Health	Administrative Specialist-Senior	2EX	\$44,194-\$61,871
Health	Management Accountant Senior	2EX	\$44,194-\$61,871
Assessor's Office	Administrative Services Supervisor	1BX	\$47,109-\$65,957

Recommendation

The recommendation for this position is reclassification to Administrative Specialist-Senior in Pay Range 2EX (\$44,194-\$61,871).

ACTION REQUIRED – Effective Pay Period 1, 2013 (December 23, 2012)

In the Salary Ordinance,
under Pay Range 1GX, add the title "IT Support Services Supervisor" and delete the title "IT Support Services Manager";

under Pay Range 1IX, add the title "Information Services Manager" and "Telecommunications Manager" and delete the title "Public Works IT Manager";

under Pay Range 1KX, delete the title Telecommunications Manager";

under Pay Range 1LX, delete the title "Information Systems Manager";

under Pay Range 2GX, delete the title "Applications Programmer".

In the Positions Ordinance, under Department of Administration – Information and Technology Management Division;

Policy and Administration Section, delete one position of "Office Supervisor I", delete one position of "Information Technology Specialist (X)", delete one position of "Network Analyst Assistant I (C)(X)", delete one position of "Telecommunications Analyst-Associate (C)(X)(Y)", add one position of Administrative Specialist-Senior, add one position of "IT Support Associate (X)", add one position of "IT Support Specialist (C)(X)". add one position of "IT Support Specialist-Senior;


under Network and Telecommunications Section, delete one position of "Telecommunications Analyst-Senior" and add one position of "Communications Facilities Coordinator";

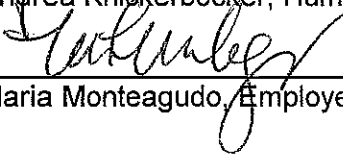
under Departmental Applications Support, delete one position of "Applications Programmer" and add one position "Programmer Analyst";

under E-mail Support, delete two positions of "Network Analyst-Senior and add one position of "IT Support Specialist-Senior", add one position of "IT Support Specialist-Lead;

under Systems Hardware Support, delete one position of "Systems Analyst/Project Leader, delete three positions of "Network Analyst-Assistant" and add one position of "IT Support Specialist-Lead add three positions of "IT Support Specialist";

under E-Server Support, delete one position of " Automated Systems Specialist", delete one position of "Computer Operator III" and add one position of "IT Support Specialist"; add one position of "IT Support Associate".

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

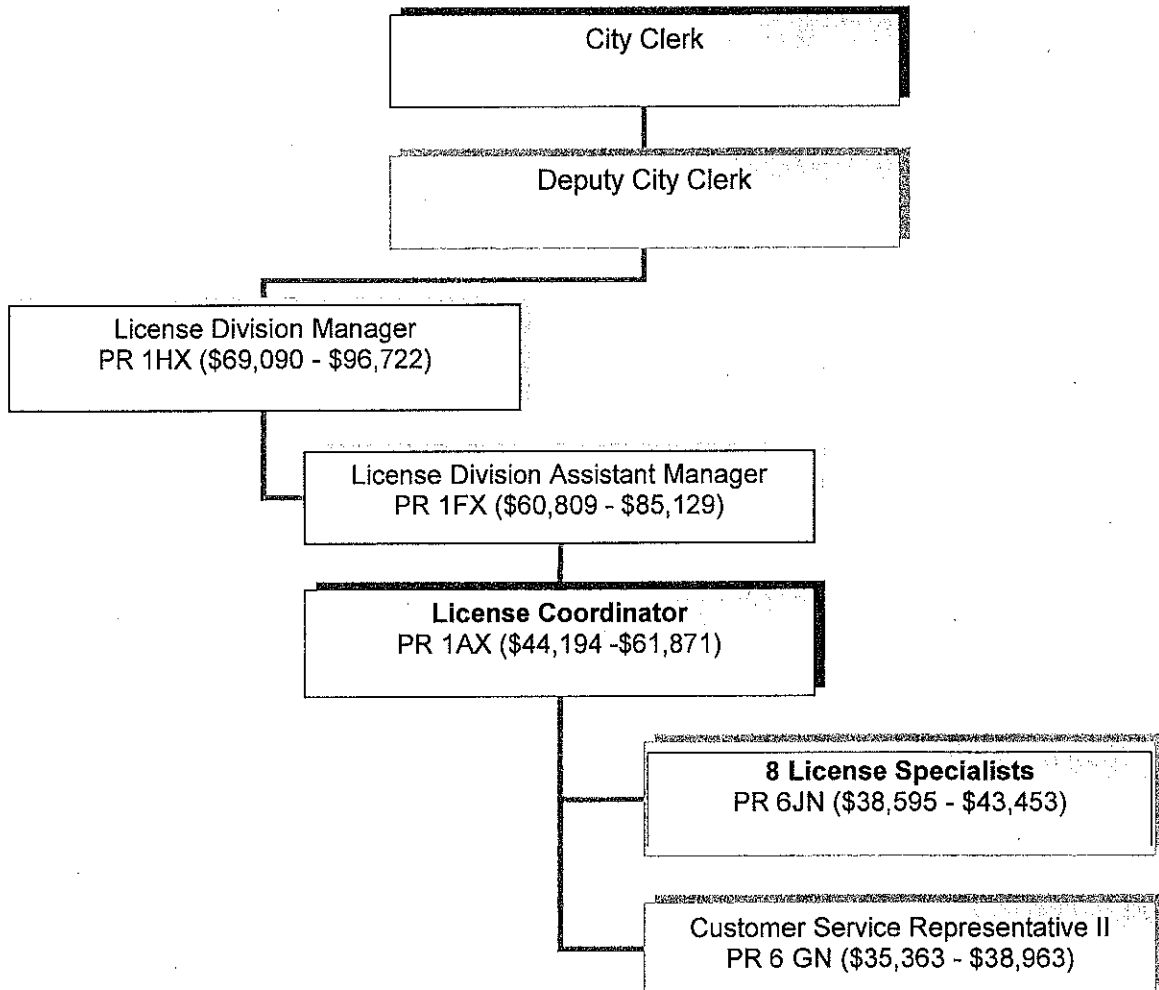
City Service Commission Meeting Date: May 14, 2013

COMMON COUNCIL-CITY CLERK-LICENSE DIVISION

Current	Requested	Recommended
License Specialist PR 6JN (\$38,595 - \$43,453) 8 positions	Career Ladder	License Specialist III PR 5GN (\$49,944) 2 positions
		License Specialist II PR 5EN (\$41,495 - \$46,676) 6 positions
		License Specialist I PR 5DN (\$38,595 - \$45,577) Underfill title
License Coordinator PR 1AX (\$44,194 - \$61,871) 1 position	Study of Position	License Coordinator PR 1CX (\$50,206 - \$70,295) 1 position

The Office of the City Clerk has requested that two job classifications in its License Division—that of License Specialist and License Coordinator—be evaluated for appropriate title and level of pay. As indicated in the following organizational chart, at the present time there are currently 8 License Specialists, one of which is vacant and one position of License Coordinator.

Office of the City Clerk, License Division



Background

Discussions with the department indicate that several interrelated organizational and technological changes have taken place that appear to be the drivers of this request: the introduction of a new information technology system referred to LIRA, concern about employee turn-over in the job; the need for a more knowledgeable and flexible work force; the need for a career ladder for License Specialists; the transfer of food licensing administering from the Health Department to the License Division; and a change in leadership in the License Division that expanded the role of License Specialists requiring more knowledge and skill on the part of employees performing the job.

In studying this request, the following written documentation was reviewed: revised job descriptions; a list of licenses administered that included fees and requirements for licenses; job descriptions for the same job in other municipalities; announcement sheets for License Coordinator and License Specialist; rates of pay for Municipal and License Clerks provided by the Bureau of Labor Statistics; and portions of the Milwaukee Code of Ordinances governing licenses. In addition, employees were interviewed about their duties and responsibilities in a group setting and the system used by employees was examined.

Discussions were also held with the City Clerk, James Owczarski, and Deputy City Clerk Rebecca Grill regarding their goals, the duties and responsibilities of License Specialist and License Coordinator now and in the future, and proposals for career ladders. The Department of Employee Relations met with affected employees to obtain their feedback and answer questions about the system proposed here.

This report is different from a typical job evaluation /classification report in that it focuses upon the future as opposed to the changes in duties and responsibilities that have affected the level of responsibility and knowledge/skill that have taken place. Although the job of License Specialist has been strengthened somewhat, the most important part of this report proposes a new career ladder for License Specialist that ties the acquisition of more knowledge and skill and job performance with the opportunity for higher rates of pay. This type of pay system is known as a knowledge or skill-based system.

The License Division

The License Division is responsible for administering and issuing over 100 types of licenses and permits on behalf of the Common Council and the Office of the City Clerk. The most well known licenses and permits processed include the following:

- Tavern manager
- Wine sales
- Cigarette and tobacco sales
- Liquor store operation
- Bartender
- Driver for a public passenger vehicle
- Farmer's market
- Food dealer
- Food peddler
- Home improvement contractor
- Public entertainment on premises
- Home improvement contractor
- Used car dealer
- Taxicab driver

A complete list of licenses and permits issued, in addition to required fees and other information, may be found on the department's website and is attached to this report as Attachment A.

Duties and Responsibilities

The basic function of a License Specialist is to process applications for licenses and permits in accordance with state statutes, city ordinances, and departmental procedures. The essential functions of the job are as follows:

- Processing applications for licenses and permits that include fees and reports from other City departments, especially from the Health Department and Police Department.
- Answering many different questions from applicants and others regarding licenses and permits such as the specific information and documents required for a license application, the process for approving or disapproving a license, fees required, the standards used in determining whether a license is granted, deadlines, and so forth.
- Responding to inquiries, some of which are complaints, from applicants and others
- Entering information into the LIRA system and updating hard copy records.
- Preparing license agendas for Common Council Committees and lists for Common Council action.
- Obtaining information from databases and physical records for reports
- Communicating effectively with a wide range of individuals including elected officials, license applicants, the general public, coworkers, employees from other City departments, business representatives, and others.
- Composing and initiating routine and non-routine correspondence and memorandums for the signature of supervisors and managers.
- Notarizing license applications and other documents

There are a myriad of questions to which License Specialists respond, including eligibility requirements for licenses, the documentation required to process licenses, and the process of obtaining approval. Since each license has somewhat different requirements, employees performing this work must know the information or be able to quickly locate it. They must also be adept at customer service.

A number of things add to the complexity of the License Specialist job. The fact that other City departments—Neighborhood Services, City Development, Health Department, and Police Department—are also involved in licensing and permits increases complexity. The fact that the job is subject to deadlines, some of which are overlapping also increases the complexity of the work. In some cases permits and other license-like authorizations are issued directly by other departments such as City Development. Many other licenses require information provided by the Police Department before they can be submitted for approval by the Licensing Committee of the Common Council. Nearly all licenses require Common Council action.

New License Specialists typically complete a six-month training period coinciding with their probationary period. The department feels that the probationary period for new employees should be increased to 12 months to expose them to complete license cycles and provide a reasonable amount of time to learn what are considered to be all of the basic licenses—those for bartenders, drivers of public passenger vehicles, those who sell products directly to consumers away from a fixed retail setting, called direct sellers, and business selling cigarettes.

As the work is currently organized, after new License Specialists have learned the basic licenses they take responsibility for processing licenses in specific area such as food licenses, vehicle licenses, and alcohol beverage licenses. More experienced employees or those with specialized skills perform special projects such as maintaining the Division's website, revising procedure manuals, training new employees, and preparing special reports. It is the goal of the License Division to expand the job of License Specialist by creating a better trained more knowledgeable, more responsible, and more flexible workforce.

The most recent job announcement, from June of 2011, provides the following minimum requirements for the job of License Specialist:

- Four years of progressively responsible office support experience that includes two years of high intensity customer contact in person or on the telephone. The type of work experience should include receiving or resolving complaints, problem solving or substantial responsibility for receiving and/or giving information.
- Successfully passing a background check that includes no convictions of a felony or misdemeanor involving a violation of the public trust

It should be noted, however, that the results of this study indicate that the aforementioned minimum requirements warrant reevaluation. The Staffing Division of the Department of Employee Relations will conduct such a reevaluation at a time in the future.

Knowledge, Skills, Abilities, and Competencies

This job analysis contained in this report indicates that the knowledge, skills, abilities, and competencies required for successful job performance, as opposed to the minimum requirements to enter the job, include the following:

- Knowledge of principles and processes for providing customer services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Knowledge of administrative and clerical procedures and systems such as word processing software, spreadsheet software, automated databases, file and record management, form design, and other office procedures and terminology.
- Attention to detail—Achieves thoroughness and accuracy when accomplishing a task through concern for all the areas involved.
- Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Knowledge of laws, legal codes, regulations, agency rules, and the local democratic political process.
- Talking to others to convey information effectively.
- Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- Being aware of others' reactions and understanding why they react as they do.
- Understanding written sentences and paragraphs in work-related documents.
- Communicating effectively in writing as appropriate for the needs of the audience.
- Actively looking for ways to help people.
- The ability to tell when something has the potential to create a problem is wrong or is likely to go wrong, and inform supervisors accordingly.

Due to the fact that the duties and responsibilities of License Specialist are very similar to that of License Clerk as surveyed by the U.S. Department of Labor, the above KSAs were adopted from those created for License Clerk on the Department's O*Net site. Although the information provided on O*Net is primarily intended for those seeking career information, it is also used by employers for workforce planning, job design and redesign, employee training and development, and other human resources issues.

Changes in Duties and Responsibilities

Two changes have most impacted the job of License Specialist: the implementation of a new information technology system in 2011; and new expectations from leadership that employees will make more decisions independently and continue to acquire additional knowledge, skills, and competencies in their careers. The new automated system freed License Specialists some from lower-level work associated with paper files and gave them access to more and better information. It could be argued that the system also gave them exposure to a greater number of licensing processes and provided an opportunity to see more of the “big picture” associated with licensing. The aforementioned higher-level expectations are being implemented gradually and will become formal with the expected approval of a new career ladder.

Employee turnover, which the department stated was a major concern, was also examined. Data from the License Division from 2009 to the present indicates that during that time period, 10 License Specialists have left the License Division. The reasons for leaving are as follows:

Promotion	4 employees
Discharge or termination during probation	2 employees
Separation from employment	2 employees
Retirement	1 employee
Transfer to another department	1 employee

Considering that the total number of License Specialists has ranged from five to seven employees at any given time, this rate of turnover is significantly higher than expected or experienced in other job classifications. Although the cost of turnover is hidden, excessive turnover increases the cost of recruitment, hiring, training, and retraining.

In light of the department’s need for a better trained and flexible workforce, enhanced expectations of License Specialists, documented turnover, and the desire to provide employees with a career ladder, we are proposing three new job classifications, as shown below.

Proposed Career Ladder for License Specialists

Title	Number of Positions	Concept
License Specialist I	0	Entry-level – Underfill title
License Specialist II	6	Fully experienced level
License Specialist III	2	Lead worker and/or highest level expertise

A detailed explanation of the proposed career ladder may be found in Attachment A entitled *License Specialist Career Ladder*.

Pay Considerations

The current rate of pay for the job classification of License Specialist is \$38,595 to \$43,453 annually. As may be seen in the following table, the maximum rate of pay for the job is relatively high compared with other office support job classifications, including Office Assistant I, II, III, and IV and Customer Service Representative II and III. Historically, this has made the job an attractive promotional opportunity for office support employees in City government. Prior to approximately a year ago, all License Specialists were in fact appointed to their jobs from other

city departments. The following table shows the current compensation of License Specialists relative to other general office support job classifications.

License Specialist and Related Job Classifications
Rates current pay period 11, 2013

	Minimum	Maximum
Office Assistant I	\$ 25,652	\$ 32,103
Office Assistant II	\$ 29,780	\$ 35,041
Customer Services Representative II	\$ 35,363	\$ 38,963
Office Assistant III	\$ 33,865	\$ 37,464
Customer Services Representative III	\$ 36,902	\$ 40,836
Office Assistant IV	\$ 36,902	\$ 40,836
License Specialist	\$ 38,595	\$ 43,453
Program Assistant I	\$ 39,507	\$ 45,577
Program Assistant II	\$ 41,495	\$ 47,065
Municipal Court Clerk I	\$ 42,909	\$ 50,282
Program Assistant III	\$ 46,607	\$ 53,328

This table does not include all office support job classifications. Legal Office Assistants and Accounting Assistants, for example, are not included. Municipal Court Clerk I is included because the Bureau of Labor Statistics considers the jobs of license clerks, municipal clerks and court clerks similar enough to be combined for the purpose of wage surveys.

Office Assistants constitute the greatest number of office support employees. They are typically hired at \$25,652 and are promoted to Office Assistant II, at \$29,780, in a fairly short amount of time; \$29,780 is therefore a benchmark rate for office support employees. In order to be promoted to Office Assistant III there must be a vacancy and employees either compete for a specific position or are promoted without an examination. Vacancies at the Office Assistant IV level are relatively rare and competition for them is stiffer. Program Assistants require increasingly higher levels of responsibility for a program or aspect of a program in a department. These positions are usually considered to be paraprofessional in terms of the degree of training and education required. The Program Assistant III is considered to be a professional-level job. At the present time, then, the job of License Specialist is classified lower than Program Assistants I and II which are considered to be paraprofessional job classifications.

Following are rates of pay for court, municipal, and license clerks for May, 2011 and May, 2012 in the Milwaukee-Waukesha-West Allis area reported by the U.S. Department of Labor's Bureau of Labor Statistics (BLS) The definition used by the BLS for this group is as follows: "Performs clerical duties for courts of law, municipalities, or governmental licensing agencies and bureaus. May prepare docket of cases to be called; secure information for judges and court; prepare draft agendas or bylaws for town or city council."

Rates of Pay for Court, Municipal, and License Clerks
 Milwaukee-Waukesha-West Allis
 Source: U.S Department of Labor Bureau of Labor Statistics
 Data as of May, 2011 and May, 2012

	10P	25P	50P	75P	90P
May 2011	\$17,810	\$29,230	\$39,070	\$45,150	\$51,790
May 2012	\$18,240	\$30,680	\$39,010	\$45,270	\$50,970

P=Percentile

The current average annual salary for License Specialist in the City Clerk’s Office is approximately \$39,000 annually. If a new compensation plan were to be created for this group what would be appropriate minimum and maximum rates of pay? Although it could be argued that the City is paying more than necessary at the minimum, currently \$38,595, consideration should be given to the fact that the complexity of work performed by License Specialists in the City’s License Division and the corresponding level of knowledge and skill required is probably higher than that required of license clerks in a smaller communities. The City of Milwaukee is the largest public employer in the metropolitan area, and its processes are complex. Secondly, the job analysis indicates that the job of License Specialist has changed and is expected to change significantly in the near future. These changes will increase the responsibility of the job and knowledge/skill required. Thirdly, if the City wishes to continue providing a promotional opportunity for office support and other employees, it would be appropriate to retain the current minimum rate of pay.

The pay system proposed for this career ladder, which includes the minimum and maximum rate of pay for the job and the administrative rules governing if, when, and how far employees may advance, is an integral part of the new career ladder for License Specialists. Based upon the department’s goals of creating a more flexible and better trained workforce, feedback from the department, and our knowledge of pay systems, we are proposing a system that will assist the department in accomplishing its goals and provide an appropriate level of compensation.

Proposed Pay Ranges for License Specialist I, II, and III

License Specialist I	\$38,595	\$45,577		
License Specialist II	\$41,495	\$43,155	\$44,881	\$46,676
License Specialist III	\$49,944			

For reasons previously stated, we recommend retaining the current recruitment rate of \$38,595. The rates of pay associated with the journey-level, the License Specialist II, is an important consideration because most employees will be expected to eventually attain the maximum rate of this level. Using the recruitment rate for Program Assistant II, which is \$41,495, we recommend creating three additional rates above \$41,495, as shown in the above table. These rates coincide with four different groups of licenses. As employees demonstrate knowledge and skill in processing one license group, two license groups, and four license groups, they will become eligible for higher rates of pay. The maximum rate of pay proposed for the journey-level represents the 75th percentile of wages as reported by the Bureau of Labor Statistics and is slightly below the maximum rate of pay for Program Assistant II in City government. Program Assistants II have responsibility for a distinct program or process within a City department or section. The rate of pay for License Specialist III is slightly below the maximum for Municipal Court Clerk I who work in the courtroom of the Municipal Court. These rates are designed to provide employees with an incentive to acquire more knowledge and skills.

Summary of Proposed Career Ladder and Pay System

The system proposed in this report is based upon employees attaining greater knowledge of licenses and critical competencies and job performance, as opposed to time on the job.

Attachment B, entitled *Pay System Administration for License Specialists*, provides a detailed explanation of how current employees will transition into the new system and new employees will move through the system. The most important aspects of the system are as follows:

- A group of managers in the City Clerk's Office, along with Employee Relations, will oversee the administration of the proposed career ladder and pay system.
- New employees will be hired as License Specialist I. Current employees will retain their current rate of pay and have the title of License Specialist I.
- Employees will be required to pass a written examination developed by the Staffing Division of Employee Relations to be promoted to License Specialist II. This applies to current employees and new hires.
- Employees will advance through the pay range for License Specialist II by demonstrating knowledge of more licenses, which have been divided into four major groups, having fully satisfactory job performance, completing a minimum amount of time on the job, and performing special projects. Promotion to License Specialist III will be accomplished by a competitive process

License Coordinator

The position of License Coordinator is a part of the management team in the License Division. As a first-line supervisor, the basic purpose is twofold: to oversee administrative processes in the Division and coach, train, and supervise License Specialists. Specific duties and responsibilities include the following:

- Conducts quality control audits of work performed by License Specialists to maintain the integrity of the licensing process.
- Works with other management team members in developing and supporting the strategic plan and mission of the License Division
- Oversees administrative functions, such as maintenance of standard operating procedures, record retention, purchasing, inventory control, payroll, grant lists, renewal extracts, website maintenance, use of the financial management system
- Trains, leads, guides, coaches, and if necessary recommends discipline of License Specialists. Assists License Specialists with the most complex licenses or unusual issues.
- Assists in developing, testing, troubleshooting and programming of license processing software. Suggests improvements and enhancements to the system and implements such.
- Provides accurate and detailed information and reports for elected officials, department heads, City managers, and members of the public via telephone, written documents, and personal conferences.
- Participates in work groups, committees, and task forces with external agencies as directed.

The minimum requirements of the position, as stated in 2002, the most recent job announcement for the position include a Bachelor's degree in business, management or

related field, two years of experience involving extensive public contact, and one year of supervisory experience


The job analysis indicates that this position has expanded its responsibilities during the recent past. This is evidenced in the duties and responsibilities stated in the previous job description and job announcement of 2002. With the introduction of a new career ladder and pay system for License Specialists, it is anticipated that this position will assume expanded responsibilities for performance management and evaluation and employee development.

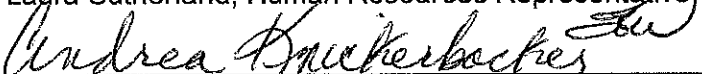
The pay level for this position is closely related to the pay level of its subordinates. The current pay level for License Coordinator in PR 1 AK is \$44,194 to \$61,871 annually. In order to provide a sufficient differential between License Specialists and License Coordinator, it is therefore recommended that this position be reclassified to Pay Range 1CX which ranges from \$50,206 to \$70,295 annually. As a point of reference, \$49,944 is the proposed maximum of License Specialist III, the highest level of the License Specialist series. The recommended pay range is also that of the Water Customer Services Supervisor who supervises a group of customer service representatives in the Milwaukee Water Works.

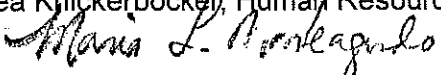
Action Required – Effective Pay Period 13 (June 9, 2013)

In the Salary Ordinance, under Pay Range 1AX, delete the title "License Coordinator", under Pay Range 1CX, add the title "License Coordinator"; under Pay Range 5DN, add the title "License Specialist I (3)" with footnote 3 to read as: "(3) Minimum recruitment is at \$1,484.43 (\$38,595.18) and may be up to \$1,752.98 (\$45,577.48) for current employees with the approval of the Department of Employee Relations and City Clerk."; under Pay Range 5EN, add the title "License Specialist II (7)(8)" with footnote 7 and 8 to read as: "(7) Employee will advance to the next rate in the full range upon certification by the City Clerk of having attained and maintained at all times the level of expertise and demonstrated job performance: \$1,595.97, \$1,659.81, \$1,726.20 and \$1,795.25.; and "(8) An employee promoted into this title will receive the pay increment in the new pay range that is higher than the employee's current rate. The employee must achieve all required level of expertise and performance up to and including the new increment within the probationary period.; under Pay Range 5GN, add the title "License Specialist III (2)" with footnote 2 to read as: "(2) The rate for this position is at \$1,920.92 (\$49,943.92)."; and under Pay Range 6JN, delete the title "License Specialist (2)".

In the Positions Ordinance, under Common Council – City Clerk, License Division, delete eight positions of "License Specialist", add two positions of "License Specialist III" and add six positions of "License Specialist II".

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

License Specialist Career Ladder

Higher-level job classifications require employees to possess all the competencies and requirements associated with lower-level job classes

	License Specialist I	License Specialist II	License Specialist III
Number of Positions	Zero - Underfill level for License Specialist II	6	2
General Concept and Statement of Responsibilities and Duties	<p>An entry or training job classification.</p> <p>Processes basic licenses having limited complexity under the direction of a License Specialist III or supervisor.</p>	<p>The fully experienced or journey-level.</p> <p>Independently processes an increasingly greater number and variety of licenses requiring problem identification, problem-solving, high attention to detail, a high degree of conscientiousness, skill in providing good customer service, and organizational savvy.</p> <p>Performs special projects, including the preparation of materials for Council meetings.</p>	<p>The lead worker and most knowledgeable level.</p> <p>Processes all licenses, including the most complex or sensitive.</p> <p>Performs special projects and administrative work.</p> <p>Assists in creating new processes and procedures such as when new licenses are introduced or requirements for current licenses change. Trains other employees in license regulations and work processes. Identifies processes that can be improved and makes commendations for improvement for others.</p>
Type of Licenses Processed	Basic licenses such as those for bartenders, public passenger vehicle drivers, direct sellers, cigarettes	All basic licenses plus licenses for drivers, direct sellers, bicycle, extended-hour establishments, private alarm service businesses, and loading zones licenses or permits.	All licenses
Minimum Requirements to Enter the Job	To be determined by job analysis for purposes of employee selection.	Successful completion of one-year probationary period as a License Specialist I and passing examination for License Specialist II	To be determined by job analysis. Employees will be selected through a competitive civil service process.

License Specialist Career Ladder

Higher-level job classifications require employees to possess all the competencies and requirements associated with lower-level job classes

Competencies Required for Successful Job Performance	
<p>Technical Expertise</p>	<p>License Specialist I Demonstrates a basic understanding of ordinances, practices, policies, procedures and services of the License Division and applies them in daily work. Demonstrates an ability to learn job-related computer systems and software applications and uses these tools in carrying out work assignments.</p> <p>License Specialist II Demonstrates an increasingly broader knowledge of ordinances and regulations related to licenses and applies that knowledge in processing licenses of a complex nature. Uses computer systems and software applications to prepare materials for notifications to licensees, prepare materials for Council meetings, and other purposes.</p> <p>License Specialist III Demonstrates a comprehensive understanding of all licenses and related policies and procedures. Demonstrates an ability to think systemically and analytically to identify areas of improvement. Implements improvements immediately (if appropriate) or makes recommendations regarding such. Uses knowledge of IT systems, hardware, and applications to carry out one's work and identify work processes (or parts of processes) that can be improved using such.</p>
<p>Customer Service</p>	<p>Demonstrates an ability to provide prompt, quality customer service to external and internal customers by exercising patience, respect, empathy, tact, and truthfulness all interactions. Demonstrates an ability to learn to identify customer needs, respond to requests, and recognize when and issue should be directed elsewhere.</p> <p>Regularly provides good customer service by identifying customer needs, responding to requests in situations where a considerable amount of knowledge is required, and directing requests to the appropriate individual if the answer is unknown.</p> <p>Demonstrates an expert ability to act as a resource to others in order to resolve customer service issues by assisting others in creating and promoting effective customer service delivery strategies.</p>
<p>Organizational Savvy</p>	<p>Uses knowledge of the organizational culture in making decisions; perceives the impact and implications of such decisions.</p> <p>Perceives organizational and political impacts and implications of decisions.</p>

Pay Administration for License Specialist Career Ladder
 Rates Current as of Pay Period 11, 2013

License Specialist I	\$38,595	45,577		
<p>New employees hired from outside the City Service after the passage and publication of implementing ordinances will receive the rate of \$38,595 upon hire.</p> <p>Employees who transfer into the job from another City department will retain their current rate of pay or be granted a "transfer" pay increase, not to exceed \$45,577.</p> <p>Upon passage and publication of implementing ordinances, current License Specialists will have the title of License Specialist I and retain their current rate of pay. Current License Specialists who have successfully completed a probationary period as a License Specialist will not be required to serve an additional such period. Current License Specialists who were hired under the requirement of completing a six-month probationary period and have not yet completed such period will continue to meet that six-month requirement.</p>				
License Specialist II	\$41,495	\$43,155	\$44,881	\$46,676
<p>To be promoted to License Specialist II, at the rate of \$41,495 all License Specialists hired after the passage and publication of implementing ordinances will be required to pass the required probationary period for License Specialist I, pass a written examination demonstrating knowledge of basic licenses, and have a rating of fully satisfactory or higher during the previous rating period. Current License Specialists will be required to meet the same aforementioned requirements to be promoted to License Specialist II.</p> <p>Employees hired after the passage and publication of implementing ordinances may advance to the rate of \$43,155 after passing the probationary period for License Specialist II, passing an assessment demonstrating knowledge of two specialized license groups, and achieving a rating of fully satisfactory or higher during the previous rating period. Current employees will be required meet the same aforementioned requirements to attain the rate of \$43,155 except the probationary period requirement, provided that they have passed a probationary period as a License Specialist. For current employees, time worked as a License Specialist in the "old" or new system will count toward the experience requirement.</p> <p>Employees may advance to \$44,881 after completing a minimum of 24 months of successful job experience as a License Specialist II, passing an examination demonstrating knowledge of two additional specialized license groups and achieving a rating of fully satisfactory or higher during the previous rating period. Current employees will be required meet the same aforementioned requirements. For current employees, time worked as a License Specialist in the "old" or new system will count toward the experience requirement.</p> <p>Employees may advance to \$46,676 after completing a minimum of 36 months of successful job experience as a License Specialist II, passing an examination demonstrating knowledge of two additional specialized license groups and achieving a rating of fully satisfactory or higher during the previous rating period. Current employees will be required meet the same aforementioned requirements. For current employees, time worked as a License Specialist in the "old" or new system will count toward the experience requirement.</p>				
License Specialist III	\$49,944			
<p>Promotion to License Specialist III will be determined by a competitive selection process.</p>				

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 14, 2013

Health Department

Current	Request	Recommendation
Office Assistant II PR 6EN (\$29,780 - \$35,041)	Study of the Position	Office Assistant IV PR 6HN (\$36,902 - \$40,836)

Action Required – Effective Pay Period 13 (June 9, 2013)

In the Positions Ordinance, under Health Department, Family and Community Health Services Division, Milwaukee Breast Cancer Awareness Program, delete one position of "Office Assistant II" and add one position of "Office Assistant IV".

Background

The Health Department requested a classification of this position that works with the Milwaukee Breast Cancer Awareness Program in the Family and Community Health Services Division. A new job description was provided and discussions were held with the incumbent; the position's immediate supervisor, Lisa Phillips, Well Woman's Program Manager; and Barbara Henry, Health Personnel Officer.

Duties and Responsibilities

The basic function of this position is to work with the Wisconsin Well Women Program (WWWP)/Milwaukee Breast and Cervical Cancer Program (MBCCAP) and the WISEWOMAN program that provides cardiovascular risk reduction; and be responsible for the coordination of client services including enrollment into the programs, scheduling appointments, and ensuring clients are eligible for the programs; data entry management, data collection, data reporting, and quality control of the MBCCAP internal filing system and the State of Wisconsin Forward Health Interchange. Duties and responsibilities include the following:

- 30% WWWP/MBCCAP Client Services – answer incoming calls; enroll and schedule all clients, providers and community partners into the programs; assist those who are not eligible for services with finding other appropriate services; assist clients and health care agencies in troubleshooting billing and claim denial issues; report any issues or problems to manager; and ensure that staff have current schedules.
- 30% Data Entry Systems – input data to create client records; enter activity reporting forms; assist internal and external partners with obtaining member ID numbers and other information to submit claims for the State WWWP; provide computer technical support to staff; and train new staff on computer software and inform them of any updates.
- 15% Administrative/Confidential Support – prepares and processes client's reports, communication and correspondence that contains confidential information; provide administrative support to supervisor and other staff; generate and mail communications including monthly reminder letters; sort and distribute client reports, enrollment forms, and activity reporting forms; ensure gift cards for clients are ordered and utilized appropriately; order some office and clinical supplies; maintain office equipment and materials; create spreadsheet for tracking; update community resources list; and maintain schedule for staff meetings and time off.

- 20% Data Management, Collection and Reporting – enter and update patient data daily; track how clients heard about the program; ensure accuracy of confidential activity reporting forms that are sent to the State; and provide statistical data from computer programs for needed reports.
- 5% Filing, Records Retention, and Mail Preparation and Distribution – design and maintain filing system; prepare all required client reporting forms to be mailed to the State on a weekly basis; sort and distribute mail; and process requests for client x-ray films.

Changes to the Position

There have been many changes in the duties and responsibilities of this position since it was first established and had the basic function of providing technical, clerical and operational support services for the Milwaukee Breast and Cervical Cancer Awareness Program. Changes include:

- The addition of the WISEWOMAN program in 2009 which promotes the reduction of cardiovascular risk.
- Expansion of the computer software program to accommodate the conversion to the State's new billing system, Forward Health Interchange.
- Expansion of the scope of MBCCAP resulting in additional reporting requirements.
- Loss of one position of Mammogram Technician resulting in this position processing the requests for x-ray films.
- New responsibility of ordering some supplies for the clinic.

These changes have resulted in the position needing to be familiar with the different programs, and changes in the billing process, reporting requirements and forms, and the computer software; assisting providers with completing forms accurately; providing training to staff; assisting clients and providers with billing issues; processing requests for x-ray films and troubleshooting problems with equipment; providing program information at Health fairs; providing training to community advocates regarding the program eligibility and services provided; assisting with determining what programs a client would be eligible for if they aren't eligible for MBCCAP or the WISEWOMAN program; and assisting managers and staff with statistics for yearly inspections and reports.

Analysis

Comparisons were made to other positions in the City including the following classifications.

Title	PR	Rates of Pay
Office Assistant II	6EN	\$29,780 - \$35,041
Office Assistant III	6FN	\$33,865 - \$37,464
Office Assistant IV	6HN	\$36,902 - \$40,836
Program Assistant I	5EN	\$39,507 - \$45,577
Program Assistant II	5FN	\$41,495 - \$47,065

The changes listed above have resulted in this position taking on more advanced administrative support responsibilities that are consistent with the classification of Office Assistant IV in Pay Range 6HN. The specification for this classification includes the following descriptions of work:

Performs diverse and complex duties involving the application of standard procedures to a variety of clerical assignments; selects and interprets data; demonstrates a thorough

knowledge of departmental and organizational policies and procedures in assigned area of responsibility; screens telephone calls, answers questions, and provides information; some telephone and in-person work may be difficult due to the nature of questions or customers served; uses advanced features of software packages on a regular basis to produce complex documents; may work on a team to complete special projects; may guide and check the work of other employees; performs basic office management such as monitoring equipment, ordering supplies, monitoring and improving office procedures and practices, and exercises responsibility for a specific function or service area requiring extensive knowledge of technical and/or complex procedures and processes having a significant consequence of error.

We therefore recommend this position of Office Assistant II in Pay Range 6EN be reclassified to Office Assistant IV in Pay Range 6HN.

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

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

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

JOB EVALUATION REPORT

City Service Commission Meeting Date: April 30, 2013

Department: DPW-Operations Division - Fleet Services

Current	Request	Recommendation
Fleet Equipment Service Writer PR 7EN (\$39,643 - \$45,922)	Add 3% task rate when designated to act as a lead worker.	Fleet Equipment Service Writer PR 7EN (\$39,643 - \$45,922) Add footnote designation (9) to Fleet Equipment Service Writer title for an additional 3% when designated to act as a lead worker.
Fluid Power Systems Technician 7HN (\$46,190 - \$53,433)	Clarification that Fluid Power Systems Technician title is a promotional opportunity for other Fleet Services titles in PR 7HN	Fluid Power Systems Technician 7HN (\$46,190 - \$53,433) Add sentence to footnote (12) stating that Fluid Power Systems Technician title is a promotional opportunity for other Fleet Services titles in PR 7HN.

Action Required – Effective Pay Period 9 (April 14, 2013)

In the Salary Ordinance, under Pay Range 7EN, add footnote designation “(9)” to the title “Fleet Equipment Service Writer; and under Pay Range 7HN, add the following sentence to footnote (12). “Fluid Power Systems Technician title is a promotional opportunity for other Fleet Services titles in Pay Range 7HN.”

Background

This report is a follow-up to the initial March 12, 2013 job evaluation report regarding the creation of a classification and pay redesign in the Fleet Services Section of the Department of Public Works – Operations Division. Recommendations include adding a footnote designation to the title of Fleet Equipment Services Writer to provide compensation when an employee is designated to act as a lead worker and to correct a footnote for Fluid Power Systems Technician to indicate the title is a promotional opportunity for other Fleet Services titles in Pay Range 7HN including Vehicle Services Technicians.

Current: Fleet Equipment Service Writer PR 7EN \$39,643 - \$45,922
Footnote allowing 1% increase for attaining and maintaining credentials and demonstrated job performance

Proposed: Fleet Equipment Service Writer PR 7EN \$39,643 - \$45,922
Footnote allowing 1% increase for attaining and maintaining credentials and demonstrating job performance
Footnote allowing an additional 3% when designated to act as a lead worker

This position coordinates the repair of all vehicles and equipment by talking with customers, assigning jobs to mechanics and other personnel, and following through to ensure customer satisfaction; maintains all records related to vehicle repair, including payroll records related to snow and ice control, overtime, and time spent on repairs; calls in vehicles for preventive maintenance according to an established schedule; and coordinates the set-up of new vehicles.

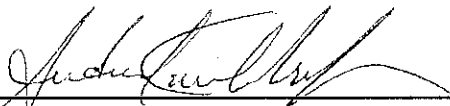
Historically this position has intermittently served as an Automotive Mechanic-Lead Worker when a Fleet Services Supervisor is working off-site. Adding the footnote designation (9) to this title will allow the Department to continue to compensate the employee for these intermittent higher level responsibilities. Footnote (9) reads as follows: "Employees shall receive an additional 3% when designated to act as a lead worker".

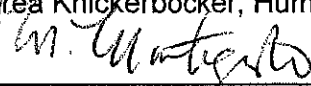
Current: Fluid Power Systems Technician PR 7HN \$46,190 - \$53,433
Proposed: Fluid Power Systems Technician PR 7HN \$46,190 - \$53,433
Footnote that includes clarification that Fluid Power Systems Technician title is a promotional opportunity for other Fleet Services titles in PR 7HN

This position maintains and repairs all hydraulic components; tests hydraulic components in the shop or in the field; fabricates all types and sizes of hydraulic hoses and lines; subject to supervisory approval, identifies and orders all necessary parts for repair; and performs machining services and parts manufacturing as needed.

There are several Fleet Services titles in Pay Range 7HN (\$46,190 – \$52,332) such as Vehicle Services Technician II, Automotive Body Repair/Painting Technician and Fluid Power Systems Technician. However, the Fluid Power Systems Technician has a higher maximum rate of \$53,433 per footnote (12).

It is intended that Fluid Power Systems Technician be a promotional opportunity for an employee holding a Fleet Services title in Pay Range 7HN. An employee could be promoted to Fluid Power Systems Technician after at least one year of successful experience as a Vehicle Services Technician I and possession of a Master's Truck or Master's Automobile Certification. An employee could also be promoted into this title from other Fleet Services titles in Pay Range 7HN if they meet all of the requirements.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director