



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Deborah Ford**  
Labor Negotiator

April 26, 2017

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

Dear Committee Members:                      Re: Common Council File Number **170075**

The following classification and pay recommendations were approved by the City Service Commission on **April 25, 2017**.

In the Common Council – City Clerk’s Office, one position of Legislative Library Manager in Pay Range 1BX was recommended to be placed in Pay Range 1CX with recruitment rate footnotes and two positions of Librarian II in Pay Range 2CN were recommended to be placed in Pay Range 2EN with recruitment footnotes.

In the Library, classification and pay recommendations were made for professional library positions due to a market study.

In DPW-Operations, classification and pay recommendations were made for Operations Driver Workers and Tractor Operators A, B, and C due to a market study and the complexity and difficulty of equipment assignments.

The job evaluation reports covering the above position, including the necessary Salary and Positions Ordinance amendments, are attached. The fiscal notes for the Library and DPW-Operations reports will be provided by the Budget Office.

Sincerely,

Maria Monteagudo  
Employee Relations Director

MM:fcw

Attachments: 3 Job Evaluation Reports  
Fiscal Note

C: Mark Nicolini, Dennis Yaccarino, John Ledvina, Nicole Fleck, James Owczarski, Richard Pfaff, Eileen Lipinski, Mary Lohmeier, Kathleen Williams, Paula Kiely, Joan Johnson, Jennifer Meyer-Stearns, Eric Pearson, Ghassan Korban, Laura Daniels, Dan Thomas, John Weigman, Dan Lewand, Dawn Crowbridge, Shannon Goodwin, Grace Gates, Ken Wischer, and Thomas Bell



**Job Evaluation Report**

City Service Commission Meeting: April 25, 2017  
 Department: Common Council-City Clerk's Office

**Summary**

This report makes recommendations to restructure the pay ranges for the Legislative Library Manager and two positions of Librarian II in the Legislative Reference Bureau. These recommendations mirror the pay recommendations for Librarian professional positions in the Milwaukee Public Library.

Current	Recommendation
Legislative Library Manager PR 1BX (\$48,670-\$67,616) 1 Position	Legislative Library Manager PR 1CX (\$51,469 - \$72,063) Minimum recruitment at \$55,588 Recruitment up to \$59,706 with DER approval 1 Position
Librarian II PR 2CN (\$39,881 - \$55,825) Minimum recruitment at \$46,347 2 Positions	Librarian II PR 2EN (\$45,306 – \$63,426) Minimum recruitment at \$48,930 Recruitment up to \$52,554 with DER approval 2 Positions

**Background**

In a separate report, Paula Kiely, Milwaukee Public Library Director has requested a study of the market rates of pay for Librarians and other library professionals due to the challenges the department is experiencing in recruiting high quality candidates and retaining employees. City Clerk James Owczarski has requested that a parallel study be completed for the Librarian II and Legislative Library Manager classifications in the Legislative Reference Bureau.

**Cost of Labor Comparisons**

In conducting a market cost of labor analysis for these positions, staff considered the rates of pay for similar positions in surrounding communities and nationwide, as well as data from the Economic Research Institute, a salary survey service to which DER subscribes. Staff also reviewed the rates of pay for professional librarian positions in jurisdictions throughout southeast Wisconsin.

From a compensation perspective, when determining the appropriate pay rates for a position the analysis must take into consideration both external market costs of labor as well as internal comparisons to positions with comparable levels of responsibility and scope of work. Recommendations that take into consideration internal and external comparisons are discussed in the following recommendations

A final component of the recommendations on rates of pay for Librarian classifications is the creation of recruitment matrices. This proposal would allow recruitment above the minimum of the pay range for candidates with specific job related credentials. Each matrix would be predetermined and would allow the Library and the City Clerks' Office to seek approval from Employee Relations to hire a candidate at a higher rate with supporting documentation on that individual's experience and credentials. This process would allow the department to recruit more qualified candidates while at the same time ensuring equity in pay with current employees. The structured flexibility that would apply to these proposed recruitment matrices is detailed in the recommendations for each title below. This recommendation is consistent with recruitment flexibility currently available for Public Health Nurses, Chemists,

Microbiologists, Property Appraisers, Emergency Communications Operators, Fire Equipment Dispatchers, and Automotive Mechanics.

**Analysis and Recommendations**

Current	Legislative Library Manager	PR 1BX (\$48,670-\$67,616)	1 Position
Recommended	Legislative Library Manager	PR 1CX (\$51,469 - \$72,063)	1 Position
	Minimum recruitment at \$55,588	Recruitment up to \$59,706 with DER approval	

The Legislative Library Manager oversees the Legislative Reference Bureau and Librarian staff. Duties and responsibilities include supervising bureau Librarian staff; coordinating library automation activities including database maintenance and quality control for EOS.Web (Electronic Online Services) cataloging, serials and acquisitions modules; coordinating development of policies and procedures for library and information services provided by the Bureau; and providing direct reference service to Bureau staff, Common Council members and City department employees. Minimum requirements for the position include a Master's Degree in Library Science or Library Information Science and four years of increasingly responsible professional librarian experience.

A review of market survey data from ERI shows that comparable positions are paid in the range of \$51,575 - \$74,469. Within City government, the work performed by this classification in terms of program coordination as well as professional librarian responsibilities compares in level of responsibility to classifications in Pay Range 2GX (\$51,469 - \$72,063) such as Grant Monitor, Neighborhood Development Specialist, and Workforce Development Coordinator although with supervisory responsibility.

The recommendation is to restructure the pay range for this position from 1BX (\$48,670-\$67,616) to 1CX (\$51,469 - \$72,063) with a minimum recruitment rate of \$55,588 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$59,706 with DER's approval.

Current	Librarian II	PR 2CN (\$39,881 - \$55,825)	2 Positions
	Minimum recruitment at \$46,347		
Recommended	Librarian II	PR 2EN (\$45,306 – \$63,426)	2 Positions
	Minimum recruitment at \$48,930	Recruitment up to \$52,554 with DER approval	

A Librarian II in the Legislative Reference Bureau provides library and information services for bureau staff, aldermen, city departments, researchers, students, reporters, other municipalities and the general public. Duties and responsibilities include reference services on requests for information on the Milwaukee Code of Ordinances, state and federal legislation, and all areas of municipal government and technical services. Minimum requirements include a Master's Degree in Library Science (MLS) or Library Information Science and two years of post MLS librarian experience.

Librarian II's provide a full range of reference services. Within City government the work performed by this classification in terms of professional librarian responsibilities compares in level of responsibility to classifications in Pay Range 2EN (\$45,306 – \$63,426) such as Media Producer in the Police Department and Plan Examiner Specialist in the Department of Neighborhood Services. Other comparables in level of responsibility in Pay Range 2EX (\$48,670 - \$63,426) include Business Analyst-Senior in the Department of Administration, Health Project Coordinators in the Health Department, Administrative Specialist – Senior, and Management Trainee.

## Legislative Library Manager, Librarian II

The recommendation is to restructure the pay range for this position from 2CN (\$39,881 - \$55,825) to 2EN (\$45,306 – \$63,426) with a minimum recruitment rate of \$48,930 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$52,554 with DER's approval.

Implementation

With the implementation of this report the Department of Employee Relations will work with City Clerk Jim Owczarski as well as with Milwaukee Public Library managers to create structured recruitment matrices for the purpose of recruiting and retaining employees in these Library professional classifications. Incumbents for these positions are currently paid well above the minimum of the pay range in the proposed classification levels and therefore there is no cost to implementing these recommendations.

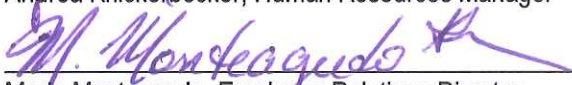
**Action Required**

In the Salary Ordinance, under Pay Range 1BX, delete the title "Legislative Library Manager"; under Pay Range 1CX, add the title "Legislative Library Manager (2)" with the footnote to read "(2) Recruitment is at \$2,138.00 (\$55,588.00) and may be up to \$2,296.40 (\$59,706.40) with the approval of DER."; under Pay Range 2CN, delete the title "Librarian II"; and under Pay Range 2EN, add the title "Librarian II (16)" with the footnote to read as follows: "(16) Recruitment is at \$1,881.93 (\$48,930.18) and may be up to \$2,021.31 (\$52,554.06) with the approval of DER."

Prepared By:

  
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Andrea Knickerbocker, Human Resources Manager

Reviewed By:

  
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Maria Monteagudo, Employee Relations Director

**Job Evaluation Report**

City Service Commission Meeting: April 25, 2017  
 Department: Milwaukee Public Library

**Summary**

This report makes recommendations to restructure the pay ranges for Librarian and other Library professional classifications based upon a review of market salary data and an analysis of the pay for comparable positions in City government. To assist the department in recruiting and retaining employees this report further recommends structured recruitment flexibility with Employee Relations approval. This recruitment flexibility is consistent with practices in place for nurses, laboratory positions, property appraisers, and automotive mechanics.

Current	Recommendation
Library Branch Manager PR 1DX (\$54,864 - \$76,806) 12 Positions	Library Branch Manager PR 1EX (\$58,462 - \$81,844) Recruitment up to \$67,815 with DER approval 12 Positions
Management Librarian PR 1DX (\$54,864 - \$76,806) 4 Positions	Management Librarian PR 1EX (\$58,462 - \$81,844) Recruitment up to \$67,815 with DER approval 4 Positions
Librarian IV (Underfill Title) PR 2FX (\$48,670 - \$67,616) Minimum recruitment at \$51,150 No Positions	Librarian IV (Underfill Title) PR 2GX (\$51,469 - \$72,063) Minimum recruitment at \$55,588 Recruitment up to \$59,706 with DER approval No Positions
Librarian III PR 2DN (\$42,500 - \$59,498) Minimum recruitment at \$50,451 Recruitment up to \$55,381 with DER approval 51 Positions	Librarian III PR 2FN (\$48,294 - \$67,616) Minimum recruitment at \$52,159 Recruitment up to \$56,023 with DER approval 51 Positions
Librarian II PR 2CN (\$39,881 - \$55,825) Minimum recruitment at \$46,347 12 Positions	Librarian II PR 2EN (\$45,306 - \$63,426) Minimum recruitment at \$48,930 Recruitment up to \$52,554 with DER approval 12 Positions
Librarian I (Underfill Title) PR 2AN (\$35,141 - \$49,193) Minimum recruitment at \$40,957 Recruitment up to \$43,557 with DER approval No Positions	Librarian I (Underfill Title) PR 2DN (\$42,500 - \$59,498) Minimum recruitment at \$45,900 Recruitment up to \$49,299 with DER approval No Positions
Library Technician IV PR 5FN (\$40,516 - \$48,248) Minimum recruitment at \$42,539 2 Positions	Library Technician IV PR 2CN (\$39,881 - \$55,825) Minimum recruitment at \$43,069 Recruitment up to \$46,258 with DER approval 2 Positions

Neighborhood Library Services Assistant PR 5EN (\$40,501 - \$46,724) 12 Positions	Branch Library Services Assistant PR 2CN (\$39,881 - \$55,825) Minimum recruitment at \$43,069 Recruitment up to \$46,258 with DER approval 12 Positions
Library Intern (Underfill Title) PR 5DN (\$36,252 – \$42,916) Minimum recruitment at \$38,676 No Positions	Library Associate (Underfill Title) PR 2BN (\$37,425 – \$52,391) Minimum recruitment at \$40,419 Recruitment up to \$43,412 with DER approval No Positions
Library Reference Assistant PR 5DN (\$36,252 – \$42,916) 20 Positions	Library Reference Assistant PR 2BN (\$37,425 – \$52,391) Minimum recruitment at \$40,419 Recruitment up to \$43,412 with DER approval 19 Positions
	Library Technology Training Coordinator PR 2CN (\$39,881 - \$55,825) Minimum recruitment at \$43,069 Recruitment up to \$46,258 with DER approval 1 Position
Library Services Assistant PR 5DN (\$36,252 – \$42,916) 2 Positions	Library Services Assistant PR 2BN (\$37,425 – \$52,391) Minimum recruitment at \$40,419 Recruitment up to \$43,412 with DER approval 2 Positions
Library Technology Specialist PR 5DN (\$36,252 – \$42,916) 6 Positions	Library Technology Specialist PR 2BN (\$37,425 – \$52,391) Minimum recruitment at \$40,419 Recruitment up to \$43,412 with DER approval 6 Positions

### Background

Paula Kiely, Milwaukee Public Library Director, has requested a study of the market rates of pay for Librarian and other Library professionals due to the challenges the department is experiencing in recruiting high quality candidates and retaining employees. For the positions listed below, the Library has experienced these turnover numbers in recent years.

Turnover for Librarians and Other Library Professionals  
2013 to 2016

Title	PR	Pay Rates	#	Resignations	Retirements
Library Branch Manager	1DX	\$54,864 - \$76,806	12	5	0
Management Librarian	1DX	\$54,864 - \$76,806	4	1	1
Librarian III	2DN	\$50,451 - \$59,498	51	1	5
Librarian II	2CN	\$46,347 - \$55,825	12	3	1
Librarian I (Underfill Title)	2AN	\$40,957 - \$49,193	0	4	0
Library Technician IV	5FN	\$42,539 - \$48,248	2	1	0
Neighborhood Library Services Assistant	5EN	\$40,501 - \$46,724	12	4	0
Library Reference Assistant	5DN	\$36,252 - \$42,916	20	2	2
Library Services Assistant	5DN	\$36,252 - \$42,916	2	1	0
Library Technology Specialist	5DN	\$36,252 - \$42,916	6	6	0

As shown by the data above the Library has experienced a significant number of resignations for Library Branch Managers. These vacancies have resulted in recruitment processes that have yielded few applicants. An analysis conducted by Staffing Manager Kristin Urban indicates that the Department of Employee Relations has conducted three selection processes for this position between 2012 and 2016, with the most recent 2016 recruitment receiving interest from seven or fewer qualified candidates. The department also recruits externally for Librarian I and II and in the last four years has experienced turnover in eight of the 12 positions.

The Library has also experienced a fair amount of turnover in other Library professional positions including Librarian Technician IV, Neighborhood Library Services Assistant, and Library Technology Specialist. At the time of this report, the Library has or is anticipating these vacancies:

Milwaukee Public Library Current or Anticipated Vacancies

Title	Vacancies
Library Branch Manager	1
Management Librarian	2
Librarian III	4
Librarian II	2
Library Reference Assistant	2

Because the Library is experiencing turnover and recruiting difficulties for a number of different Librarian classifications as well as for other Library professional classifications, this report recommends restructuring the pay ranges for all positions in these classification series with more competitive market rates of pay.

### Cost of Labor Comparisons

In conducting a market cost of labor analysis for these positions, staff considered the rates of pay for similar positions in surrounding communities and nationwide, as well as data from the Economic Research Institute, a salary survey service to which DER subscribes. The following charts show related cost of labor data in southeastern Wisconsin.

Economic Research Institute Market Data 2017  
Southeastern Wisconsin

Title	Minimum 75 <sup>th</sup> Percentile	Maximum 75 <sup>th</sup> Percentile
Librarian Head	\$71,986	\$102,282
Librarian Deputy Director	\$62,282	\$90,045
Librarian Branch	\$56,862	\$78,478
Librarian Special Library	\$51,575	\$74,469
Librarian Data	\$51,718	\$70,718
Librarian	\$49,969	\$69,527
Acquisitions Librarian	\$49,521	\$68,423
Librarian Technical	\$48,622	\$65,038
Librarian Bookmobile	\$47,718	\$64,331
Librarian Cataloger	\$46,433	\$64,029
Librarian Audiovisual	\$44,656	\$62,153

Taking into consideration the variety in size and scope of Library systems, the positions of Management Librarian and Library Branch Manager are best compared to survey data for Librarian Branch, Librarian Deputy Director and Librarian Head. Comparisons for Librarian I, II, and III can be made to the salary data for the full range of specialty librarian titles.

Staff also reviewed the rates of pay for professional librarian positions in jurisdictions throughout southeast Wisconsin. The pay for Library Directors ranges from \$62,525 to \$75,525 with the pay for Assistant Directors ranging from \$42,624 to \$62,213. The pay for Librarians with responsibilities for general reference or for adult, young adult, and youth services ranges from \$42,224 to \$74,693. It is more difficult to make a comparison to these positions because of the large difference in scope of the Milwaukee Library System.

From a compensation perspective, when determining the appropriate pay rates for a position the analysis must take into consideration both external market costs of labor as well as internal comparisons to positions with comparable levels of responsibility and scope of work. Recommendations that take into consideration internal and external comparisons are discussed in the following section.

A final component of the recommendations on rates of pay for Librarian classifications is the creation of recruitment matrices. This proposal would allow recruitment above the minimum of the pay range for candidates with specific job related credentials. Each matrix would be predetermined and would allow the Library to seek approval from Employee Relations to hire a candidate at a higher rate with supporting documentation on that individual's experience and credentials. This process would allow the department to recruit more qualified candidates while at the same time ensuring equity in pay with current employees. The structured flexibility that would apply to these proposed recruitment matrices is detailed in the recommendations for each title below. This recommendation is consistent with recruitment flexibility currently available for Public Health Nurses, Chemists, Microbiologists, Property Appraisers, Emergency Communications Operators, Fire Equipment Dispatchers, and Automotive Mechanics.

### Analysis and Recommendations

Current	Library Branch Manager	PR 1DX (\$54,864 - \$76,806)	12 Positions
Recommended	Library Branch Manager	PR 1EX (\$58,462 - \$81,844)	12 Positions
		Recruitment up to \$67,815 with DER approval	



A Library Branch Manager serves as Librarian-in-Charge of a branch library. Responsibilities include providing leadership for branch staff and managing the overall service plan and operation of the agency including collection development and maintenance, services and programs, customer and community relations, outreach and developing partnerships, and overseeing the general maintenance and security of the library building and grounds. With experience may be assigned management of a second branch. Minimum requirements include a Master's Degree in Library Science or Library Information Science and five years of professional librarian experience.

The Library has experienced difficulty in recruiting candidates as well as retaining employees in this title. This position has been identified by Staffing Manager Kristin Urban as having multiple external recruitments in the past few years and having received fewer than seven qualified candidates in the most recent 2016 selection process making this position clearly a recruitment challenge for the City of Milwaukee. Further, the department has experienced turnover of current employees in the past four years in four of the 12 positions. At the time of this report the department is again recruiting for a vacant position.

A review of the market survey data shows that the pay range for this position is low when compared to positions with comparable levels of responsibility. Rates of pay for comparable positions in southeastern Wisconsin are well above the current \$54,864 recruitment rate for the position. Within City government, the work performed by this classification in terms of managing an overall operation as well as professional librarian responsibilities compares in level of responsibility to classifications in Pay Range 1EX (\$58,462 - \$81,844) such as Business Operations Manager and Legislative Research Supervisor.

Based upon this analysis, the recommendation is to restructure the pay range for the classification from 1DX (\$54,864 - \$76,806) to 1EX (\$58,462 - \$81,844) with a minimum recruitment rate of \$58,462 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$67,815 with DER's approval.

Current	Management Librarian	PR 1DX (\$54,864 - \$76,806)	4 Positions
Recommended	Management Librarian	PR 1EX (\$58,462 - \$81,844)	4 Positions
		Recruitment up to \$67,815 with DER approval	

A Management Librarian provides leadership to a Central Library department and ensures excellent customer service, programming, material selection and collection maintenance. These incumbents assist with the development of library services; and manage and maintain library resources. These positions implement in-house programs; direct the selection and maintenance of collections; advise staff on techniques for programs; initiate, write and evaluate grant-funded projects, including internal program grants, Friends of the Library material grants and other external grant funded projects; serve as a liaison to community leaders and organizations; evaluate staff performance; participate in hiring staff; and serve as Librarian-in-Charge of the Central Library as scheduled. Minimum requirements include a Master's degree in Library Science or Library Information Science and five years of increasingly responsible professional librarian or supervisory experience.

A Management Librarian has the same responsibility level as that of a Library Branch Manager but provides leadership to a Central Library department instead of a Branch Library. This position has also experienced turnover in the last four years and the Library is currently recruiting for two of the four positions. The same market survey data would be considered for this position as for the Library Branch Manager. A review of the market survey data shows that the pay range for this position is low when compared to positions with comparable levels of responsibility. Rates of pay for comparable positions in southeastern Wisconsin are well above the current \$54,864 recruitment rate for the position. Within City government, the work performed by this classification in terms of managing an overall operation as well as professional librarian responsibilities compares in level of responsibility to classifications in Pay Range 1EX (\$58,462 - \$81,844) such as Business Operations Manager and Legislative Research Supervisor.

Because of the comparability of these positions the recommendation is to restructure the pay range for the classification from 1DX (\$54,864 - \$76,806) to 1EX (\$58,462 - \$81,844) with a minimum recruitment rate of \$58,462 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$67,815 with DER's approval.

Current	Librarian IV (Underfill Title)	PR 2FX (\$48,670 - \$67,616)	No Positions
	Minimum recruitment at \$51,150		
Recommended	Librarian IV (Underfill Title)	PR 2GX (\$51,469 - \$72,063)	No Positions
	Minimum recruitment at \$55,588	Recruitment up to \$59,706 with DER approval	

The Librarian IV plans and coordinates young adult services for the Milwaukee Public Library system. This includes proposing ideas and methods to increase use of the library and library materials by teens, overseeing the selection and maintenance of the library system's young adult collection, coordinating with staff on techniques for young adult programs, serving as a library liaison to community leaders, adults and organizations serving youth, coordinating staff planning committees related to young adult services, conducting regular young adult meetings for system wide young adult librarians, supervising and evaluating the performance of staff responsible for young adult selection and children's librarians at the central library, serving as Librarian-in-Charge of the Central Library as scheduled, initiating and evaluating adult, young adult, or juvenile grant funded projects, and writing articles for publication. Minimum requirements include a Master's Degree in Library Science or Library Information Science and five years of increasingly responsible professional librarian experience.

The classification of Librarian IV is used as an underfill title to a Management Librarian and provides programmatic leadership for young adult services at the central library. A review of market survey data (\$51,575 - \$74,469) shows that the pay range is low when compared to positions with comparable levels of responsibility. Within City government, the work performed by this classification in terms of program coordination as well as professional librarian responsibilities compares in level of responsibility to classifications in Pay Range 2GX (\$51,469 - \$72,063) such as Grant Monitor, Neighborhood Development Specialist, and Workforce Development Coordinator.

The recommendation is to restructure the pay range for this position from 2FX (\$48,670 - \$67,616) to 2GX (\$51,469 - \$72,063) with a minimum recruitment rate of \$55,588 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$59,706 with DER's approval. The recommended rates of pay for this classification maintain the two pay range differential between the titles of Librarian IV and Management Librarian.

Current	Librarian III	PR 2DN (\$42,500 - \$59,498)	51 Positions
	Minimum recruitment at \$50,451	Recruitment up to \$55,381 with DER approval	
Recommended	Librarian III	PR 2FN (\$48,294 - \$67,616)	51 Positions
	Minimum recruitment at \$52,159	Recruitment up to \$56,023 with DER approval	

A Librarian III assists customers in the selection and location of print and non-print materials and information, and in the use of the on-line catalog, electronic databases, the Internet, microforms, indexes, bibliographies, reference tools and microcomputers. The position performs ready reference and reference service, usually of a complex nature; manages all aspects of an assigned location, including collection development; sets goals; manages the budget; and supervises staff. The position also implements local library programs to disseminate information about materials and available services, coordinates system-wide programs, represents the library in the community, initiates and evaluates programming through the grant process, serves as librarian-in-charge, and assists in training and supervising professional and support personnel. Minimum requirements include a Master's Degree in Library Science or Library Information Science and four years of librarian experience.

Librarian III represents the full journey-level for the librarian classification and these 51 positions work throughout the library system. This title is a promotional opportunity for Librarian II's. The pay range for this position is low in comparison to cost of labor rates of \$49,969 to \$69,527. Within City government, the work performed by this classification in terms of professional librarian responsibilities as well as responsibilities for managing budgets, directing and training professional and support staff, and grant-writing and implementation compares in level of responsibility to classifications in Pay Range 2FN (\$48,294 - \$67,616) such as Consumer Environmental Health Coordinator in the Health Department and Parking Operations Coordinator in the Department of Public Works. Other comparables in level of responsibility in Pay Range 2FX (\$48,670 - \$67,616) include Community Outreach Project Liaison and Procurement Specialist in the Department of Administration. The level of responsibility within the library system is higher in contrast to that of an Administrative Specialist – Senior or Management Trainee in Pay Range 2EX (\$48,670 - \$63,426). At the time of this report the department is recruiting for four positions of Librarian III.

The recommendation is to restructure the pay range for this position from 2DN (\$42,500 - \$59,498) to 2FN (\$48,294 - \$67,616) with a minimum recruitment rate of \$52,159 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$56,023 with DER's approval.

Current	Librarian II	PR 2CN (\$39,881 - \$55,825)	12 Positions
	Minimum recruitment at \$46,347		
Recommended	Librarian II	PR 2EN (\$45,306 - \$63,426)	12 Positions
	Minimum recruitment at \$48,930		Recruitment up to \$52,554 with DER approval

A Librarian II performs basic bibliographic, reference, reader advisory and program work; and regularly serves as Librarian-in-charge when assigned to a neighborhood library. Duties and responsibilities include performing basic bibliographic, reference, readers' advisory and programming work; participating in a full range of librarian activities including reference service, community service, outreach, programming, basic collection development, and readers' advisory service; assisting in training and supervising Librarians I and other subordinate employees; and developing ways to extend the services of the Library to the community through programs, information gathering, and knowledge of community needs. Minimum requirements include a Master's Degree in Library (MLS) or Library Information Science and two years of post MLS librarian experience in a public library.

Librarian II's provide a full range of reference and community services at the twelve Branch Libraries. Within City government the work performed by this classification in terms of professional librarian responsibilities compares in level of responsibility to classifications in Pay Range 2EN (\$45,306 - \$63,426) such as Media Producer in the Police Department and Plan Examiner Specialist in the Department of Neighborhood Services. Other comparables in level of responsibility in Pay Range 2EX (\$48,670 - \$63,426) include Business Analyst-Senior in the Department of Administration, Health Project Coordinators in the Health Department, Administrative Specialist – Senior, and Management Trainee. At the time of this report the Library is recruiting for two positions of Librarian II.

The recommendation is to restructure the pay range for this position from 2CN (\$39,881 - \$55,825) to 2EN (\$45,306 - \$63,426) with a minimum recruitment rate of \$48,930 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$52,554 with DER's approval.

Current	Librarian I (Underfill Title)	PR 2AN (\$35,141 - \$49,193)	No Positions
	Minimum recruitment at \$40,957		Recruitment up to \$43,557 with DER approval
Recommended	Librarian I (Underfill Title)	PR 2DN (\$42,500 - \$59,498)	No Positions
	Minimum recruitment at \$45,900		Recruitment up to \$49,299 with DER approval

A Librarian I performs basic bibliographic, reference, reader advisory and program work, with an increasing acceptance of responsibility. Regularly serves as Librarian-in-charge when assigned to a neighborhood library. Duties and responsibilities include performing basic bibliographic, reference, readers' advisory and programming

work; and participating in a full range of librarian activities including reference service, community service, outreach, programming, basic collection development, and readers' advisory service. An emphasis is placed upon developing a comprehensive background in all phases of librarianship throughout the library system and includes children's, young adult, and/or adult services. Minimum requirements include a Master's Degree in Library Science or Library Information Science.

Librarian I is an underfill title of Librarian II and as such serves for two years underfilling as a Librarian I before being promoted to Librarian II. A Librarian I performs the same responsibilities as a Librarian II but at a more basic level, gaining in experience and responsibility during the two year underfill. Within City government the work performed by this classification in terms of professional librarian responsibilities is comparable in level of responsibility to classifications in Pay Range 2DN (\$42,500 – \$59,498) such as Library Volunteer Coordinator, Public Health Nurse 1 and Property Appraiser.

The recommendation is to restructure the pay range for this position from 2AN (\$35,141 - \$49,193) to 2DN (\$42,500 – \$59,498) with a minimum recruitment rate of \$45,900 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$49,299 with DER's approval.

Current	Library Technician IV	PR 5FN (\$40,516 - \$48,248)	2 Positions
	Minimum recruitment at \$42,539		
Recommended	Library Technician IV	PR 2CN (\$39,881 - \$55,825)	2 Positions
	Minimum recruitment at \$43,069	Recruitment up to \$46,258 with DER approval	

A Library Technician IV is responsible for directing all clerical activities relating to copy cataloging and processing of all non-serial materials added to and currently in the collections of the Milwaukee Public Library System or the selection and purchase of firm ordered materials in all formats added to the collection of the library system. Duties and responsibilities include overseeing the daily activities of staff, assisting staff in resolving problems, making work assignments, developing standards of performance, maintaining work flow, and training staff. Minimum requirements include a related Bachelor's Degree and a year of related experience.

Within City government the work performed by this classification compares in level or responsibility to classifications in Pay Range 2CN (\$39,881 - \$55,825) such as Administrative Specialist and Office Supervisor II. As the position requires a Bachelor's degree and has the responsibility for directing and assessing the work of support staff, a professional level pay range appears appropriate.

The recommendation is to restructure the pay range for this position from 5FN (\$40,516 - \$48,248) to 2CN (\$39,881 - \$55,825) with a minimum recruitment rate of \$43,069 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$46,258 with DER's approval.

Current	Neighborhood Library Services Assistant	PR 5EN (\$40,501 - \$46,724)	12 Positions
Recommended	Branch Library Services Assistant	PR 2CN (\$39,881 - \$55,825)	12 Positions
	Minimum recruitment at \$43,069	Recruitment up to \$46,258 with DER approval	

A Neighborhood Library Services Assistant directs the clerical activities of a Branch library and is responsible for scheduling, training, supervising, evaluating and assisting the clerical staff. These positions interpret rules and regulations for staff and library users, ensure effective resolution of patron issues related to circulation and registration functions, have significant responsibility for providing reference and reader's advisory assistance to library users, and perform records and report maintenance related to branch library operations. Minimum requirements include a Bachelor's degree in social or natural science, business, education, liberal arts, or related

field and one year of supervisory experience in a customer service or reference setting. Incumbents must complete a three credit reference course within one year of appointment.

Within City government the work performed by this classification compares in level or responsibility to classifications in Pay Range 2CN (\$39,881 - \$55,825) such as Administrative Specialist and Office Supervisor II. As the position requires a Bachelor's degree and has the responsibility for directing and assessing the work of support staff, a professional level pay range appears appropriate.

The recommendation is to restructure the pay range for this position from 5EN (\$40,501 - \$46,724) to 2CN (\$39,881 - \$55,825) with a minimum recruitment rate of \$43,069 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$46,258 with DER's approval. This report further recommends a different title of Branch Library Services Assistant based upon the department's request.

Current	Library Intern (Underfill Title)	PR 5DN (\$36,252 – \$42,916)	No Positions
	Minimum recruitment at \$38,676		
Recommended	Library Associate (Underfill Title)	PR 2BN (\$37,425 – \$52,391)	No Positions
	Minimum recruitment at \$40,419	Recruitment up to \$43,412 with DER approval	

An incumbent of this position may perform any or all of the following duties: assist readers, adults, young adults, and children in the selection and location of print and non-print information and materials and in the use of the online catalog, Internet, electronic databases, microform and other indexes, bibliographies, reference tools, and microcomputers; answer reference questions; assist with the selection of library materials for inclusion in the collection; perform collection maintenance; assist in developing and implementing programs that promote library services and programs to individuals and groups; represent the library in informational, educational, and cultural activities in the community by speaking to groups; serve on library committees; and prepare media lists and bibliographies. Minimum requirements include enrollment in a graduate school of Library Science or Library Information Science.

Within City government the work performed by this classification compares in level or responsibility to classifications in Pay Range 2BN (\$37,425 – \$52,391) such as Administrative Services Specialist and Public Health Educator I. As the position requires a Bachelor's degree a professional level pay range appears appropriate.

The recommendation is to restructure the pay range for this position from 5DN (\$36,252 – \$42,916) to 2BN (\$37,425 – \$52,391) with a minimum recruitment rate of \$40,419 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$43,412 with DER's approval. This report further recommends a change in title for the position to Library Associate. This classification is a full time position with benefits, and changing the title more appropriately describes the work of the position.

Current	Library Reference Assistant	PR 5DN (\$36,252 – \$42,916)	20 Positions
Recommended	Library Reference Assistant	PR 2BN (\$37,425 – \$52,391)	19 Positions
	Minimum recruitment at \$40,419	Recruitment up to \$43,412 with DER approval	
Recommended	Library Technology Training Coordinator	PR 2CN (\$39,881 - \$55,825)	1 Position
	Minimum recruitment at \$43,069	Recruitment up to \$46,258 with DER approval	

#### Library Reference Assistant – 19 Positions

Library Reference Assistants perform public service duties at the reference desk of an assigned library as well as a variety of non-public duties. If at a branch, a Library Reference Assistant may be in charge of opening or closing the library. A Library Reference Assistant provides reference and reader's advisory services including directional questions and locating requested materials; provides collection development support and program support for

librarian staff; may assist with materials selection and weeding; provides technical support and assistance to staff and the public; and performs other related duties. Minimum requirements include a related Bachelor's degree. Incumbents must complete a three credit reference course within one year of appointment.

Within City government the work performed by this classification compares in level or responsibility to classifications in Pay Range 2BN (\$37,425 – \$52,391) such as Administrative Services Specialist and Public Health Educator I. As the position requires a Bachelor's degree a professional level pay range appears appropriate. At the time of this report the Library is recruiting for two positions of Librarian Reference Assistant.

The recommendation is to restructure the pay range for this position from 5DN (\$36,252 – \$42,916) to 2BN (\$37,425 – \$52,391) with a minimum recruitment rate of \$40,419 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$43,412 with DER's approval.

#### Library Technology Training Coordinator – 1 Position

For one position of Library Reference Assistant the department has provided a new job description with different duties and responsibilities currently being performed by one incumbent. One position has primary responsibility for system-wide public technology training programs at the Milwaukee Public Library. The incumbent develops curriculum, prepares class schedules and materials, administers a budget, directs and supervises the work of six Library Technology Assistants and 12 contracted technology trainers, teaches classes, and develops new training programs to meet the needs of the Library. Minimum requirements include a related Bachelor's degree, experience and/or coursework in technology instruction, and experience in a lead worker or supervisory capacity.

With these new duties and responsibilities the work performed by this classification compares in level or responsibility to classifications in Pay Range 2CN (\$39,881 - \$55,825) such as Administrative Specialist and Office Supervisor II. As the position requires a Bachelor's degree and has the responsibility for directing and assessing the work of support staff, a professional level pay range appears appropriate.

The recommendation is to restructure the pay range for this position from 5DN (\$36,252 – \$42,916) to 2CN (\$39,881 - \$55,825) with a minimum recruitment rate of \$43,069 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$46,258 with DER's approval.

Current	Library Services Assistant	PR 5DN (\$36,252 – \$42,916)	2 Positions
Recommended	Library Services Assistant	PR 2BN (\$37,425 – \$52,391)	2 Positions
	Minimum recruitment at \$40,419	Recruitment up to \$43,412 with DER approval	

A Library Services Assistant supervises and assigns work to clerical employees who perform library circulation duties; schedules hours of work, daily desk rotations, vacations, changes, and assignments to other agencies; and trains employees, evaluates employee performance, and makes recommendations to a management supervisor related to retention. These positions assist clerical staff as necessary in the provision of services to library users, handle customer concerns relating to circulation and registration procedures, assist librarians with performing reader's advisory, basic reference work, and bibliographic searching using print and electronic resources; assist patrons in the use of the on-line catalog, electronic resources, the Internet, and library materials; prepare reports and maintain records; assist librarians in maintaining and troubleshooting minor problems with computer and audio-visual equipment and maintaining physical files and collections in various agencies; fill in as requested at other libraries within the Milwaukee Public Library System in the absence of other staff; and serve as staff person in charge of opening and closing the library as needed. Minimum requirements include a related Bachelor's degree. Incumbents must complete a three credit reference course within one year of appointment.

Within City government the work performed by this classification compares in level or responsibility to classifications in Pay Range 2BN (\$37,425 – \$52,391) such as Administrative Services Specialist, Office Supervisor I and Public Health Educator I. As the position requires a Bachelor's degree a professional level pay range appears appropriate.

The recommendation is to restructure the pay range for this position from 5DN (\$36,252 – \$42,916) to 2BN (\$37,425 – \$52,391) with a minimum recruitment rate of \$40,419 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$43,412 with DER's approval.

Current	Library Technology Specialist	PR 5DN (\$36,252 – \$42,916)	6 Positions
Recommended	Library Technology Specialist	PR 2BN (\$37,425 – \$52,391)	6 Positions
	Minimum recruitment at \$40,419	Recruitment up to \$43,412 with DER approval	

A Library Technology Specialist manages the public laptop program at a Branch library and/or at the Drop-In Job Centers, a component of the library's technology education programming. These positions teach computer classes, assist the public with computers, provide basic reference service, resolve technology issues, develop curriculum to meet community needs, assist with basic laptop repairs under the direction of the Automation Division, and work with Branch library staff to serve the public. Minimum requirements include a related Bachelor's Degree and experience providing technology instruction.

Within City government the work performed by this classification compares in level or responsibility to classifications in Pay Range 2BN (\$37,425 – \$52,391) such as Administrative Services Specialist and Public Health Educator I. As the position requires a Bachelor's degree a professional level pay range appears appropriate.

The recommendation is to restructure the pay range for this position from 5DN (\$36,252 – \$42,916) to 2BN (\$37,425 – \$52,391) with a minimum recruitment rate of \$40,419 and to allow structured recruitment flexibility for candidates with specific job related experience and credentials up to \$43,412 with DER's approval.

### Implementation

With the implementation of restructuring the pay for these Library professional classifications, any employee with a pay rate below the new recommended minimum would have their rate of pay changed to that new minimum rate. For the one position recommended for reclassification as Library Technology Training Coordinator, that incumbent would receive a 7% increase.

Further, the Department of Employee Relations will work with Library managers to create structured recruitment matrices for the purpose of recruiting and retaining employees in these Library professional classifications. This report recommends that these matrices apply to new hires that possess the appropriate credentials and also to current employees that possess the appropriate credentials. This approach is critical in order to maintain equity in pay between new and current employees.

The cost of implementing these recommendations is \$159,968 in salaries over a one year period of time. There may be other fiscal impacts for increases based on the structured recruitment flexibility, but as the credentials are still being developed, a fiscal impact is not yet known.

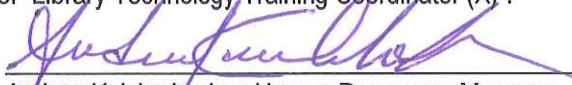
### **Action Required**

In the Salary Ordinance, under Pay Range 1DX, delete the titles "Library Branch Manager" and "Management Librarian"; under Pay Range 1EX, add the titles "Library Branch Manager (8)" and "Management Librarian (8)" with the footnote to read as follows: "(8) Recruitment may be up to \$2,608.27 (\$67,815.02) with the approval of DER.";

under Pay Range 2AN, delete the title "Librarian I" and footnote "(4)" in its entirety; under Pay Range 2BN, add the titles "Library Associate (5)", "Library Reference Assistant (5)", "Library Services Assistant (5)", and "Library Technology Specialist (5)" with the footnote to read as follows: "(5) Recruitment is at \$1,554.58 (\$40,419.08) and may be up to \$1,669.70 (\$43,412.20) with the approval of DER."; under Pay Range 2CN, delete the title "Librarian II" and add the titles "Branch Library Services Assistant (10)", "Library Technician IV (10)", and "Library Technology Training Coordinator (10)" with the footnote to read as follows: "(10) Recruitment is at \$1,656.51 (\$43,069.26) and may be up to \$1,779.17 (\$46,258.42) with the approval of DER."; under Pay Range 2DN, delete the title "Librarian III" and footnote "(7)" in its entirety, and add the title "Librarian I (26)" with the footnote to read as follows: "(26) Recruitment is at \$1,765.39 (\$45,900.14) and may be up to \$1,896.12 (\$49,299.12) with the approval of DER."; under Pay Range 2EN, add the title "Librarian II (16)" with the footnote to read as follows: "(16) Recruitment is at \$1,881.93 (\$48,930.18) and may be up to \$2,021.31 (\$52,554.06) with the approval of DER."; under Pay Range 2FN, add the title "Librarian III (12)" with the footnote to read as follows: "(12) Recruitment is at \$2,006.12 (\$52,159.12) and may be up to \$2,154.74 (\$56,023.24) with the approval of DER."; under Pay Range 2FX, delete the title "Librarian IV" and footnote "(1)" in its entirety; under Pay Range 2GX, add the title "Librarian IV (7)" with the footnote to read as follows: "(7) Recruitment is at \$2,138.00 (\$55,588.00) and may be up to \$2,296.40 (\$59,706.40) with the approval of DER."; under Pay Range 5DN, delete the titles "Library Intern", "Library Reference Assistant", "Library Services Assistant", and "Library Technology Specialist"; under Pay Range 5EN, delete the title "Neighborhood Library Services Assistant"; and under Pay Range 5FN, delete the title "Library Technician IV".

In the Positions Ordinance, under Library, Administrative Services Decision Unit, Administration Bureau, Administrative Services Division, Automation Section, delete one position of "Library Reference Assistant (X)" and add one position of "Library Technology Training Coordinator (X)".

Prepared By:

  
Andrea Knickerbocker, Human Resources Manager

Reviewed By:

  
Maria Monteagudo, Employee Relations Director



**Job Evaluation Report**

City Service Commission Meeting: **April 25, 2017**  
 Department: Department of Public Works-Operations Division

**Summary**

This report recommends changes to the classifications of Operations Driver Worker and Tractor Operator A, B, and C and corresponding pay ranges and pay practices. An addendum to this report provides the current and recommended changes to pay ranges and task rates. The specific recommendations include:

1.	<ul style="list-style-type: none"> <li>• Restructure the Operations Driver Worker minimum and maximum rates of pay related to recruitment and retention issues.</li> <li>• Adjust the task rates for Operations Driver Worker assigned to operate more complicated pieces of equipment.</li> </ul>
2.	<ul style="list-style-type: none"> <li>• Retitle the Tractor Operator classifications to Special Equipment Operator.</li> <li>• Restructure the compensation of Special Equipment Operators by creating pay ranges based upon market cost of labor as well as on the complexity and difficulty of equipment assignments.</li> </ul>

**Background**

The current pay range and footnotes for Operations Driver Worker that are shown in the following chart were established in 2014 with the intent to create a pay structure that:

- linked more difficult assignments to higher rates of pay
- created incentives for more experienced staff to pick more difficult assignments
- supported a staffing model that established workforce flexibility but recognized that not all assignments performed by ODW's required the same level of skill and difficulty

**Current Operations Driver Worker Pay Range and Task Rates**

ASSIGNMENT										
Operations Driver/Worker	MIN \$37,931						MAX \$49,811			
Laboring Rates	MIN \$37,931			MAX \$41,558						
General Driving Assignments		MIN \$40,643					MAX \$49,811			
Addtl 1% Over Driving Rate Driving Packers, Recycling, Skid Steer, and during GIC			MIN \$41,050			MIN GIC \$46,030		MAX \$50,309		
Addtl 2% Over Driving Rate Street Sweeper, Vac-All				MIN \$41,456					MAX \$50,807	
Addtl 4% Over Driving Rate Utility Driver					MIN \$42,269					MAX \$51,803
Addtl 12% Over Driving Rate Hydro Crane, Reach All						MIN \$45,520				MAX \$55,788

Within the current Operations Driver Worker pay range there is a maximum rate of pay for laboring assignments, a minimum rate of pay for general driving assignments, and incentive rates for special equipment assignments and general ice control/snow removal operations. Historically, two times each year employees indicate a preferred work assignment; however, DPW operational demands affect the assignment an employee is actually given and compensated for on a daily basis.

Operations Driver Workers complete a wide range of assignments including but not limited to responsibility for collecting solid waste and recycling, sweeping streets, collecting leaves and brush, and general ice control/snow removal. Employees drive refuse collection vehicles and trucks; operate special equipment such as street sweepers, vac-alls, and skid loaders, as well as perform minor maintenance on equipment and manual labor.

1. • **Restructure the Operations Driver Worker minimum and maximum rates of pay related to recruitment and retention issues.**
- **Adjust the task rates for Operations Driver Worker assigned to operate more complicated pieces of equipment.**

In 2016, the DPW-Operations Division requested that DER study the pay range for Operations Driver Worker due to the challenges the department was experiencing in recruiting high quality candidates and retaining newer employees. Of the roughly 400 regular and auxiliary positions in Sanitation Services and Fleet Services, the department has experienced these turnover numbers in recent years. These numbers are in addition to normal retirements.

Number of Resignations and Terminations during Probation

Year	Number
2014	9
2015	10
2016	35
2017 to date	7

DPW- Operations-Fleet Services managers do conduct in-person exit interviews with as many employees as possible and the anecdotal information is that employees have been leaving for higher paid opportunities. Employees had the following years of experience at the time they left City employment.

Resignations and Terminations during Probation 2014 - 2016

Years of Experience	Number of Employees
10 to 18	8
7 to 10	11
1 to 5	10
Less than 1 Year	11

The Department has also indicated difficulty in recruiting candidates for the position. During 2015-2016 the DER Staffing Division conducted back-to-back recruitments for Operations Driver Worker because the eligible list was quickly exhausted. In 2017, DER is considering posting the position on a continuing basis to ensure a list of candidates for the ongoing vacancies. At the time of this report the department is interviewing to fill 14 vacant positions.

In conducting a market cost of labor analysis for these positions, staff surveyed the rates of pay for similar positions in surrounding communities as well as data from the Economic Research Institute, a salary survey service to which DER subscribes. The following charts show related cost of labor data:

**Economic Research Institute Market Data 2017  
 Southeastern Wisconsin**

Title	Minimum 75 <sup>th</sup> Percentile	Maximum 75 <sup>th</sup> Percentile
Truck Driver Refuse	\$42,243	\$54,568
Truck Driver Dump	\$40,610	\$52,440
Heavy Truck Driver	\$45,718	\$56,894

**Pay Rates for Related Positions in Southeastern Wisconsin Jurisdictions**

Jurisdiction	Title	Minimum	Maximum
Waukesha	Equipment Operator	\$45,788	\$61,813
Greendale	Serviceman	\$41,309	\$61,110
Wauwatosa	DPW Maintenance Worker II	\$42,328	\$58,074
Brookfield	Equipment Operator I	\$50,710	\$57,970
West Allis	Equipment Operator II	\$52,250	\$56,389
Shorewood	Utility Operator II	\$40,810	\$56,202
South Milwaukee	Equipment Operator II	\$43,264	\$55,619
Shorewood	Equipment Operator	\$39,770	\$54,870
Shorewood	Route Collector	\$38,938	\$54,163
Wauwatosa	DPW Maintenance Worker	\$38,563	\$52,894
West Allis	Equipment Operator	\$48,506	\$52,541
<b>City of Milwaukee</b>	<b>Operations Driver Worker*</b>	<b>\$37,931</b>	<b>\$51,803</b>
Racine	Street Sweeper Operator	\$41,434	\$51,792
Racine	Equipment Operator	\$40,976	\$51,230
South Milwaukee	Equipment Operator I	\$39,229	\$50,419

\*Includes task rates footnotes

The survey data from local jurisdictions includes rates for operating equipment similar to that operated by an ODW as well as for operating more complicated equipment. The comparable pay for equipment operated by an ODW is in the \$40,193 to \$55,552 range. An addition to this survey data, Milwaukee County Transit System pay for Bus Driver is \$43,680 at six months of employment. Considering these comparisons, this report makes the following recommendations to restructure the pay range for ODW as well as to task rates for operating the more complicated equipment.

**Proposed Operation Driver Worker Rates of Pay**

Assignment	Task Rate	Minimum	Maximum
• Dump Truck (5 Yard), Tri-Axle Dump		\$40,643	\$53,000
• Refuse Packers, Garbage Trucks, Rear Load Trucks, Automated and Recycling Trucks	1%	\$41,050	\$53,530
• GIC Operations including Brine Trucks <ul style="list-style-type: none"> <li>○ \$46,030 is retained as the GIC minimum rate</li> </ul>			
• Roll-Off Truck	3%	\$41,863	\$54,590
• Top Load Packers			
• Fuel Truck			
• Vac-all			
• Street Sweeper	5%	\$42,675	\$55,650
• Utility Tow Truck			

In summary, these recommendations increase the minimum to the rate previously paid for general driving assignments, maintain the current incentive rates for sanitation and general ice control/snow removal operations, and adjust specific equipment assignments to 3% and 5% (previous task rates were 2% and 4%). The Reach-All and Hydro-crane have been changed from ODW assignments to Tractor Operator assignments based upon the difficulty and complexity of the work; With an approval of the recommendations of this report, movement of current employees into the restructured pay range would be as follows:

- An employee paid below the new minimum rate of pay would be increased to \$40,643 effective pay period 1, 2017. Employees assigned to operate special equipment will receive the increased task rate effective pay period 12, 2017.
- DPW operational demands affect the assignment an employee is given on a daily basis. As a result an employee receives the pay associated with the daily assignment.
- Pay progression through the ODW range will be the same as for other Group A employees city-wide. For 2017, pay progression for a performance assessment that 'meets standards' is 2% of the employee's current rate of pay.

The salary cost of implementing these recommendations includes the cost of restructuring the pay range minimum from \$37,931 to \$40,643 as well as the cost for the 3% and 5% special equipment assignments. Based upon 2016 experience, the salary estimate is \$72,225 over a one year period of time.

2.	<ul style="list-style-type: none"> <li>• <b>Retitle the Tractor Operator classifications to Special Equipment Operator.</b></li> <li>• <b>Restructure the compensation of Special Equipment Operators by creating pay ranges based upon market cost of labor as well as on the complexity and difficulty of equipment assignments.</b></li> </ul>
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Operations Driver Workers with sufficient department training and successful work performance in operating the heavier special equipment assignments are able to be promoted to the Tractor Operator title. An ODW promoted to a Tractor Operator title operates the most complicated special equipment on an ongoing basis. The current pay ranges and footnotes for Tractor Operators listed below were established in 2014.

**Current Tractor Operator Titles and Rates by Assignment**

Title	Annual Rate
Tractor Operator A	\$56,655
<ul style="list-style-type: none"> <li>• Sidewalk Tractor</li> <li>• Skid Steer Loader or Sidewalk Tractor during General Ice Control/Snow Removal paid at \$58,087</li> </ul>	
Tractor Operator B	\$58,759
<ul style="list-style-type: none"> <li>• Bulldozer</li> <li>• Endloader</li> <li>• Mini Excavator</li> <li>• Prentice Log Loader (Pay Period 9 – 24) paid at \$59,176</li> <li>• <i>Tractor Operator B is the certified title - employee vacation and sick leave benefits are paid at this rate.</i></li> </ul>	
Tractor Operator C	\$60,382
<ul style="list-style-type: none"> <li>• Backhoe</li> <li>• Bulldozer (Demolition)</li> <li>• Endloader during General Ice Control/Snow Removal</li> <li>• Excavator (Demolition)</li> <li>• Gradall</li> <li>• Pavement Grinder</li> <li>• Prentice Log Loader (Pay Period 25 – 8)</li> </ul>	

In conducting a market cost of labor analysis for these positions, staff surveyed the rates of pay for similar positions in surrounding communities, the Bureau of Labor Statistics, as well as data from the Economic Research Institute. The following charts show related cost of labor data:

**Economic Research Institute Market Data 2017  
 Southeastern Wisconsin**

Title	Minimum 75 <sup>th</sup> Percentile	Maximum 75 <sup>th</sup> Percentile
Heavy Equipment Operator	\$50,551	\$69,451
Truck Crane Operator	\$47,606	\$64,319
Grader Operator	\$48,577	\$61,633

**Bureau of Labor Statistics Market Data 2015  
 Southeastern Wisconsin**

Title	Minimum 75 <sup>th</sup> Percentile	Maximum 75 <sup>th</sup> Percentile
Operating Engineers	\$54,080	\$75,740

**Pay Rates for Related Positions in Southeastern Wisconsin Jurisdictions**

Jurisdiction	Title	Minimum	Maximum
Waukesha	Heavy Equipment Operator	\$49,222	\$66,449
Wauwatosa	Operator Technician	\$46,093	\$63,170
Brookfield	Equipment Operator II	\$54,870	\$62,712
Greendale	Water/Sewer Operator	\$51,168	\$62,545
<b>City of Milwaukee</b>	<b>Tractor Operator A, B, C*</b>	<b>\$56,655</b>	<b>\$60,382</b>
West Allis	Equipment Operator	\$48,506	\$52,541

\*Includes task rate footnotes

The survey data from ERI, BLS, and local jurisdictions indicates the rates paid for operating heavy equipment are in most cases higher than the rates paid for City of Milwaukee Tractor Operators. Considering these comparisons, this report makes the recommendation to restructure the pay for Tractor Operators by creating a higher level pay range for the most complicated and difficult equipment assignments. Employees would be considered for promotion to this higher title through an internal competitive process. In addition, this report recommends title changes for the positions to Special Equipment Operator to reflect the work performed.

**Proposed Special Equipment Operator Rates of Pay**

Assignment	Pay Rates
<b>Special Equipment Operator I</b>	
<ul style="list-style-type: none"> <li>• Hydro Crane</li> <li>• Reach All</li> <li>• Sidewalk Tractor</li> </ul>	\$56,655
<ul style="list-style-type: none"> <li>• Sidewalk Tractor (GIC)</li> <li>• Skid Steer (GIC)</li> </ul>	\$58,087
<b>Special Equipment Operator II</b>	
<ul style="list-style-type: none"> <li>• Bulldozer (Road)</li> <li>• Endloader</li> <li>• Miscellaneous Tractors</li> <li>• Prentice Loader</li> <li>• <i>SEO II is a certified title -an employee that holds this title will have vacation and sick leave benefits paid at this rate.</i></li> </ul>	\$58,759
<ul style="list-style-type: none"> <li>• Prentice Loader (Pay Period 9 – 24)</li> </ul>	\$59,176
<ul style="list-style-type: none"> <li>• Endloader (GIC)</li> <li>• Prentice Loader (Pay Period 25 – 8)</li> </ul>	\$60,382

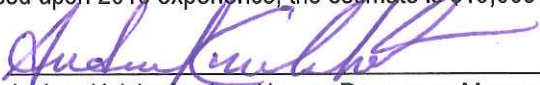
Special Equipment Operator III	Minimum	Maximum
<ul style="list-style-type: none"> <li>• Backhoe</li> <li>• Bulldozer (Demolition)</li> <li>• Pavement Grinder</li> <li>• <i>SEO III is a certified title -an employee that holds this title will have vacation and sick leave benefits paid at this rate.</i></li> </ul>	\$61,697	\$64,190
<ul style="list-style-type: none"> <li>• Excavator (Road)</li> <li>• Gradall</li> </ul>	<b>Additional 2%</b>	
	\$62,931	\$65,473
<ul style="list-style-type: none"> <li>• Excavator (Demolition)</li> </ul>	<b>Additional 5%</b>	
	64,782	67,399

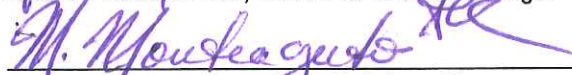
In summary, this report recommends three pay ranges for Special Equipment Operator titles. The Reach-All and Hydro Crane have been changed from ODW assignments to Special Equipment Operator I assignments based upon difficulty and complexity. The proposed Special Equipment Operator III would be an internal promotional title with additional incentives for operating the most complex equipment assignments. Position authority for all titles would be at Special Equipment Operator III.

With an approval of the recommendations of this report, movement of current employees into these new titles and pay ranges would be implemented as follows:

- Current employees with a certified Tractor Operator B title would be placed into the Special Equipment Operator II title. Employees paid above the Special Equipment Operator II rate due to the pension offset would retain their current rate of pay.
- Vacation and sick leave benefits would be paid at the employee's rate of pay in the certified title held.
- The ability of an SEO II to be promoted to the higher level SEO III title would be based upon that employee being 'fully qualified' to operate all equipment in the SEO II title and in the higher SEO III title. A determination of 'fully qualified' would be made based upon recommendation by Fleet Operations and approved by the Commissioner of Public Works. The 'fully qualified' designation will be given after an employee completes a designated amount of experience operating a piece of equipment, an evaluation of skill level, and an assessment of work performance.
- Promotion of an ODW to SEO II would be an internal competitive process in lieu of a seniority-based process. The same 'fully qualified' designation would apply as described above. For example, an ODW would need to be 'fully qualified' to operate all equipment in the SEO II title in order to be recommended for promotion to SEO II.
- DPW operational demands affect the assignment an Operations Driver Worker is actually given on a daily basis. An employee will continue to receive the pay associated with the daily assignment.
- Pay progression for SEO titles will be the same as for other Group A employees city-wide. For 2017, pay progression for a performance assessment that 'meets standards' is 2% of the employee's current rate of pay.
- DER will also conduct a review of other DPW titles that operate Special Equipment to ensure that those pay rates are consistent with these recommendations.

The cost of implementing these recommendations is the additional cost for the 2% and 5% special equipment assignments. Based upon 2016 experience, the estimate is \$19,065 in salaries over a one year period of time.

Prepared By:   
 Andrea Knickerbocker, Human Resources Manager

Reviewed By:   
 Maria Monteagudo, Employee Relations Director

**Actions Required – Effective Pay Period 1, 2017 (January 1, 2017)**

In the Salary Ordinance,

Delete PR 8KN in its entirety and replace with the following:

Hourly	19.54	25.48
Biweekly	1,563.20	2,038.47
Annual	40,643.20	53,000.22

Operations Driver Worker (1) (2) (3) (4)  
Sewer Repair Crew Leader (5) (6)

- (1) An employee assigned to drive a Refuse Packer, Garbage Truck, Rear Load Truck, Automated or Recycling Truck, Brine Truck, or Sanitation Skid Steer Loader or assigned to drive during a general ice control and snow plow operation to be paid an additional 1% biweekly. An employee assigned to drive during a general ice control and snow plowing operation to be paid a minimum of \$1,700.40 biweekly (\$22.13 hourly)
- (2) An employee assigned to drive a Roll-off Truck, Top Load Packer, Fuel Truck, or Vac-All to be paid an additional 3 % biweekly. An employee assigned to drive a Street Sweeper or Utility Tow Truck to be paid an addition 5% biweekly.
- (3) An employee to be paid an additional \$57.47 biweekly when assigned peer training responsibilities. An employee to be paid an additional \$95.79 biweekly when assigned equipment instruction responsibilities.
- (4) An employee given a promotional emergency or temporary appointment to this title to be paid an additional 3% biweekly.
- (5) An employee given a promotional emergency or temporary appointment to this title to be paid these rates: \$1,699.57, \$1,745.52, \$1,794.72, \$1,846.04, \$1,915.79. The appointment shall be at a pay rate that is at least \$10 more biweekly than the employee was receiving. An employee who reaches 2080 hours of work at a rate shall advance to the next higher rate.
- (6) Recruitment is at \$1,699.57 (\$44,188.82).

Delete PR 8NN in its entirety and replace with the following:

Hourly	27.24
Biweekly	2,179.05
Annual	56,655.30

Special Equipment Operator I (1)

- (1) An employee assigned to operate the Reach-All, Hydro Crane, or Sidewalk Tractor to be paid \$2,179.05 biweekly. An employee assigned to operate the Sidewalk Tractor or Skid Steer during a General Ice Control/Snow Removal operation to be paid \$2,234.12 biweekly.

Delete PR 8ON in its entirety and replace with the following:

Hourly	28.25
Biweekly	2,259.98
Annual	58,759.48

Directional, Boring Machine Operator/Worker  
Special Equipment Operator II (1)

- (1) An employee assigned to operate the Endloader (Road), Bulldozer (Road) or Miscellaneous Tractors to be paid \$2,259.98 biweekly. An employee assigned to operate the Prentice Loader (PP 9-24) to be paid

\$2,276.00. An employee assigned to operate the Endloader (GIC) or Prentice Loader (PP 25-8) to be paid \$2,322.40.

Delete PR 8PN in its entirety and replace with the following:

Hourly	25.26	29.03
Biweekly	2,020.49	2,322.40
Annual	52,532.74	60,382.40

Special Equipment Operator III (1)

Water Chief Repair Worker (2)

- (1) An employee assigned to operate the Backhoe, Pavement Grinder, and Bulldozer (Demolition) to be paid in the following range: \$2,372.96 to \$2,468.83 biweekly (\$61,696.96 to \$64,189.58 annual). An employee assigned to operate the Gradall or Excavator (Road) to be paid an additional 2% over the Special Equipment Operator III rate of pay. An employee assigned to operate the Excavator (Demolition) to be paid an additional 5% over the Special Equipment Operator III rate of pay.
- (2) An employee who attains and maintains a Class A CDL to be paid an additional 1% biweekly.

In the Positions Ordinance, under Department of Public Works – Operations Division, Fleet Operations/Dispatch Section, delete three positions of "Crane Operator", delete 13 positions of "Tractor Operator B", delete five positions of "Tractor Operator A", delete six positions of "Tractor Operator C", and add 27 positions of "Special Equipment Operator III"; under Auxiliary Positions, delete 10 positions of "Tractor, Bulldozer, Endloader, or Grad. Operator", delete 10 positions of "Tractor Operator (under 40 HP)", delete three positions of "Grad All Operator", delete three positions of "Crane Operator", and add 26 positions of "Special Equipment Operator III".



**DPW-Operations Division- Fleet Services Proposal**

Current	Recommendation
<p><b>Operations Driver Worker</b>                      PR 8KN (\$37,931 - \$49,811)</p> <ul style="list-style-type: none"> <li>• \$41,558 Maximum for laboring assignment</li> <li>• \$40,643 Minimum driving rate</li> <li>• 1% Additional for Sanitation and GIC operations with \$46,030 Minimum GIC rate</li> <li>• 2% Additional for Street Sweeper and Vac-All</li> <li>• 4% Additional for Utility Truck Driver</li> <li>• 12% Additional for Hydro Crane and Reach All</li> <li>• \$57.47 Additional biweekly for peer training</li> <li>• \$95.79 Additional biweekly for equipment instruction</li> </ul>	<p><b>Operations Driver Worker</b>                      PR 8KN (\$40,643-\$53,000)</p> <ul style="list-style-type: none"> <li>• 1% Additional for Sanitation and GIC operations with \$46,030 minimum GIC rate</li> <li>• 3% Additional for Roll-Off Truck, Top Load Packer, Fuel Truck, Vac-All</li> <li>• 5% Additional for Street Sweeper, Utility Tow Truck</li> <li>• \$57.47 Additional biweekly for peer training</li> <li>• \$95.79 Additional biweekly for equipment instruction</li> </ul>
<p><b>Tractor Operator A</b>                      PR 8NN (\$56,655)</p> <ul style="list-style-type: none"> <li>• Sidewalk Tractor</li> <li>• \$58,087 for Skid Steer Loader and Sidewalk Tractor (GIC)</li> </ul> <p><b>Tractor Operator B (base title)</b>                      PR 8ON (\$58,759)</p> <ul style="list-style-type: none"> <li>• Bulldozer</li> <li>• Endloader</li> <li>• Mini Excavator</li> <li>• <i>Tractor Operator B is the certified title - employee vacation and sick leave benefits are paid at this rate</i></li> <li>• \$59,176 for Prentice Log Loader (PP 9-24)</li> </ul> <p><b>Tractor Operator C</b>                      PR 8PN (\$60,382)</p> <ul style="list-style-type: none"> <li>• Backhoe</li> <li>• Bulldozer (Demolition)</li> <li>• Endloader (GIC)</li> <li>• Excavator (Demolition)</li> <li>• Gradall</li> <li>• Pavement Grinder</li> <li>• Prentice Log Loader (PP 25-8)</li> </ul>	<p><b>Special Equipment Operator I</b>                      PR 8NN (\$56,655)</p> <ul style="list-style-type: none"> <li>• Hydro Crane</li> <li>• Reach-All</li> <li>• Sidewalk Tractor</li> <li>• \$58,087.20 for Sidewalk Tractor and Skid Steer (GIC)</li> </ul> <p><b>Special Equipment Operator II (base title)</b>                      PR 8ON (\$58,759)</p> <ul style="list-style-type: none"> <li>• Bulldozer (Road)</li> <li>• Endloader (Road)</li> <li>• Miscellaneous Tractors</li> <li>• <i>SEO II is a certified title -an employee that holds this title will have vacation and sick leave benefits paid at this rate.</i></li> <li>• \$59,176 for Prentice Loader (PP 9-24)</li> <li>• \$60,382 for Endloader (GIC) and Prentice Loader (PP 25-8)</li> </ul> <p><b>Special Equipment Operator III (promotional)</b>                      PR 8PN (\$61,697-\$64,190)</p> <ul style="list-style-type: none"> <li>• Backhoe</li> <li>• Bulldozer (Demolition)</li> <li>• Pavement Grinder</li> <li>• <i>SEO III is a certified title -an employee that holds this title will have vacation and sick leave benefits paid at this rate.</i></li> <li>• 2% Additional for Excavator (Road) &amp; Gradall</li> <li>• 5% Additional for Excavator (Demolition)</li> </ul>



# City of Milwaukee Fiscal Impact Statement

A	
<b>Date</b> 4/26/17	<b>File Number</b> 170075
<b>Subject</b> Classification and pay recommendations approved by the City Service Commission on April 25, 2017.	

B	
<b>Submitted By</b> (Name/Title/Dept./Ext.)	Sarah Trotter, Human Resources Representative Dept. of Employee Relations/X2398.

C	
<b>This File</b>	<input checked="" type="checkbox"/> Increases or decreases previously authorized expenditures.  <input type="checkbox"/> Suspends expenditure authority. <input type="checkbox"/> Increases or decreases city services. <input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability. <input type="checkbox"/> Increases or decreases revenue. <input checked="" type="checkbox"/> Requests an amendment to the salary or positions ordinance. <input type="checkbox"/> Authorizes borrowing and related debt service. <input type="checkbox"/> Authorizes contingent borrowing (authority only). <input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.

D	
<b>This Note</b>	<input type="checkbox"/> Was requested by committee chair.

E	
<b>Charge To</b>	<input checked="" type="checkbox"/> Department Account <span style="margin-left: 200px;"><input type="checkbox"/> Contingent Fund</span>  <input type="checkbox"/> Capital Projects Fund <span style="margin-left: 150px;"><input type="checkbox"/> Special Purpose Accounts</span> <input type="checkbox"/> Debt Service <span style="margin-left: 150px;"><input type="checkbox"/> Grant &amp; Aid Accounts</span> <input type="checkbox"/> Other (Specify) _____

**F**

Assumptions used in arriving at fiscal estimate.

<b>G</b>			
Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		See attached spreadsheet.	
Supplies/Materials			
Equipment			
Services			
Other			
<b>TOTALS</b>			

**H**

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

- 1-3 Years     3-5 Years    \_\_\_\_\_
- 1-3 Years     3-5 Years    \_\_\_\_\_
- 1-3 Years     3-5 Years    \_\_\_\_\_

**I**

List any costs not included in Sections E and F above.

\_\_\_\_\_

**J**

Additional information.

\_\_\_\_\_

Department of Employee Relations  
Fiscal Note Spreadsheet

Finance and Personnel Committee Meeting of May 3, 2017  
City Service Commission Meeting of April 25, 2017

NEW COST FOR 2017										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Total Rollup+ Sal
1	Common Council-City Clerk's Office	Legislative Library Manager	1BX	Legislative Library Manager	1CX	N/A	N/A	N/A	Labor Market Adjustment Only	
2	Common Council-City Clerk's Office	Librarian II	2CN	Librarian II	2EN	N/A	N/A	N/A	Labor Market Adjustment Only	
3								\$0	\$0	\$0

Assume effective date is Pay Period 1, 2017 (January 1, 2017).

COSTS FOR FULL YEAR										
No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Total Rollup+ Sal
1	Common Council-City Clerk's Office	Legislative Library Manager	1BX	Legislative Library Manager	1CX	N/A	N/A	N/A	Labor Market Adjustment Only	
2	Common Council-City Clerk's Office	Librarian II	2CN	Librarian II	2EN	N/A	N/A	N/A	Labor Market Adjustment Only	
3								\$0	\$0	\$0