



Department of Employee Relations

May 13, 2016

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 **151764**

The following classification and pay recommendations were approved by the City Service Commission on **May 10, 2016**.

In the Common Council – City Clerk's Office, Four (0.25 FTE) Hourly positions were recommended for reclassification to one position of Document Technician, PR 3CN. This change of position authority was included in the 2016 Budget.

In the Department of Neighborhood Services, one position of Building Codes Enforcement Supervisor, PR 1DX was recommended for reclassification to Housing Policy and Compliance Manager, PR 1DX.

In the Department of Public Works – Water Works, a reorganization of the Business Section recommends reclassification and pay recommendations for various positions.

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

Sincerely,
Maria L. Monteagudo

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 3 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, Dennis Yaccarino, John Ledvina, Eric Pearson, Monique Lofton, William Christianson, Deborah Ford, Nicole Fleck, James Owczarski, Richard Pfaff, Angelyn Ward, Jacquelyn Block, Terry MacDonald, Thomas Mishefske, Lynne Steffen, Emily McKeown, Ghassan Korban, Preston Cole, Dan Thomas, Carrie Lewis, Laura Daniels, Membere Medhin, Shannon Goodwin, Dawn Crowbridge, Grace Gates and Kenneth Wischer (AFSCME32)



JOB EVALUATION REPORT

City Service Commission Meeting Date: May 10, 2016

COMMON COUNCIL – CITY CLERK’S OFFICE

Current	Request	Recommendation
Document Services Assistant PR 9EN (\$9.20 - \$10.74) Four (0.25 FTE) Hourly Positions Recruitment up to \$9.68 with approval by DER	Document Technician PR 3CN (\$37,456 - \$42,350) (One Position)	Document Technician PR 3CN (\$37,456 - \$42,350) (One Position)

Background and Analysis

In conjunction with the 2016 budget the Common Council – City Clerk’s Office has requested the elimination of four part-time (0.25 FTE) positions of Document Services Assistant in Pay Range 9EN and the creation of one additional Document Technician position in Pay Range 3CN. Discussions were held with James Owczarski, City Clerk, Richard Pfaff, Deputy City Clerk, and Jacquelyn Block, Document Services Manager.

The basic function of the position is to perform duties and responsibilities related to the digital conversion of records; intake and dispose of records in various media formats; provide customer service to City departments and to citizens for record retrieval and document conversion; perform City mailroom functions as required; and assist with tracking data in various records and account management systems. Duties and responsibilities include the following:

- 70% Prepare, scan, and index paper documents and film records for digital preservation, storage, and access through the E-Vault System and perform quality control functions to ensure integrity of records for accessibility and preservation.
- 10% Assist with the disposal and destruction of confidential records through the manual and electronic storage facilities and computer storage devices; and pickup and deliver destruction barrels to City departments.
- 5% Perform data entry related to tracking inventory activities for receipt, retrieval, processing and disposal of records in various systems;
- 5% Provide customer service to City departments and to citizens regarding City Records Management Program services including the manual record retrieval from DSS storage facilities; provide guidance on the use of equipment to view documents; and mail notifications on the release of secure structures to architects and structure owners.
- 10% Cross-train with other staff on their primary project and function such as metering and sorting mail, assisting with accounting, and other operating duties; and perform other duties as assigned.

Minimum requirements for this position include one year of experience in an office, library, mailroom, or warehouse environment with direct experience processing documents using scanning equipment. Customer service experience is preferred.

The Common Council – City Clerk’s Office currently has five positions of Document Technician that perform the above duties. The position under study will become one full time position and will perform the same duties as the other Document Technicians.

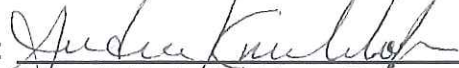
Recommendation

We therefore recommend that the new position be classified as Document Technician in Pay Range 3CN.

Action Required

In the Positions Ordinance, under Common Council – City Clerk, Central Administration Division, Auxiliary Positions, delete four positions of "Document Services Assistant (0.25 FTE)".

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 10, 2016

NEIGHBORHOOD SERVICES

Current	Request	Recommendation
Building Codes Enforcement Supervisor PR 1DX (\$54,865 - \$76,806)	Study of Position	Housing Policy and Compliance Manager PR 1DX (\$54,865 - \$76,806)

Action Required

In the Salary Ordinance, under Pay Range 1DX, delete the title "Building Codes Enforcement Supervisor" and add the title "Housing Policy and Compliance Manager".

In the Positions Ordinance, under Department of Neighborhood Services, Administrative Services Section, delete one position of "Building Codes Enforcement Supervisor" and add one position of "Housing Policy and Compliance Manager".

Background and Analysis

The Department of Neighborhood Services (DNS) has requested a classification study of one position of Building Codes Enforcement Supervisor in PR 1DX. A job description was provided and discussions were held with Lynne Steffen, Business Operations Manager-Neighborhood Services.

The basic function of this position is to monitor and direct the activity of banks and other financial institutions involved in the foreclosure and ownership of Milwaukee properties to limit their negative impact on the surrounding neighborhoods; analyze data and trends related to banks and other financial institutions involved in the foreclosure process; manage the various property recording and registration programs in DNS; manage the Compliance Loan Program; and conduct research and complete special projects as directed by the Commissioner. Duties and responsibilities include the following:

- 30% Monitor the actions of banks, financial institutions, loan servicers and property preservation firms involved in the foreclosure of properties in the City of Milwaukee; serve as the liaison between DNS and the banks and financial institutions to ensure their compliance with ordinances related to foreclosure and vacant buildings; analyze trends of bank actions in order to limit the impact of foreclosures on the surrounding neighborhoods; and investigate property transfers and research various databases and corporate entities to ensure accurate ownership information.
- 20% Manage and oversee the DNS Compliance Loan Program to assist qualified low-income homeowners in abating code violations and directly supervise a new position that coordinates work in the Compliance Loan Program and the Compliance Assistance Program.
- 20% Create reports and analyze data at the request of other City departments including the City Attorney's Office and the Mayor's Office; regularly appear before the Judiciary and Legislation Committee to present a summary on in rem properties; and conduct research and complete special projects as directed by the Commissioner of Neighborhood Services.
- 10% Manage the Property Recording Program including the direct supervision of one position of Administrative Services Supervisor and the indirect supervision of the Property Recording Staff.

- 10% Direct inspectional staff to address status of orders when ownership and/or registration status changes; manage the Foreclosure Program and directly supervise one position of Graduate Intern and one position of Management Trainee.
- 10% Represent DNS at various meetings including regular meetings with the City Attorney's Office, meetings with banks and financial institutions, public hearings, Common Council Committee meetings, community meetings and other public forums as directed; respond to questions, complaints, and other requests for service from banks, financial institutions, elected officials, government agencies and the public; and perform other related functions as assigned.

The minimum requirements for this position include current status as a City of Milwaukee Residential or Commercial Code Enforcement Inspector or higher and two years of Code Enforcement experience OR a bachelor's degree in Business, Finance, Real Estate, Public Policy or related field and one year of related experience OR a master's degree in Business, Finance, Real Estate, Public Policy, Law or related field. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position was originally classified as a Building Code Enforcement Supervisor to perform the duties and responsibilities that were typical of that classification including the supervision of several inspector positions in the field. The Department reassigned this position to Administration to perform different functions. The main focus of the position is to monitor and direct the activity of banks and other financial institutions involved in the foreclosure and ownership of Milwaukee properties and to analyze data and trends related to banks and other financial institutions involved in the foreclosure process. The position is also responsible for managing and overseeing the Property Recording function, the Compliance Loan Program, the Compliance Assistance Program, and the Department's response to open records requests. The position supervises four positions directly including an Administrative Services Supervisor, a Management Trainee, a Graduate Intern and the new position of Compliance Program Coordinator. Further, this position appears before the Common Council Judiciary and Legislation Committee on a regular basis.

Although this is a unique position comparisons were made to several other City positions that share similar work functions including the following:

Title	Pay Range and Rates	Department
Property Maintenance and Compliance Manager	1DX (\$54,865 - \$76,806)	DPW-Operations-Forestry
Vital Statistics and FIMR Manager	1DX (\$54,865 - \$76,806)	Health (MHD)
WIC Program Manager	1DX (\$54,865 - \$76,806)	Health
In Rem Property Disposition Manager	1EX (\$58,462 - \$81,844)	City Development (DCD)

Property Maintenance and Compliance Manager manages programs and maintenance services for over 4,600 city-owned parcels and code enforcement activities for the Forestry Services Section of DPW Operations. Duties include work planning and organization; training, supervision and coordination of ten Urban Forestry Technicians and eight to ten contract employees performing contract compliance inspections and enforcement, property condition assessments, and regulatory code enforcement activities; preparing and making recommendations for contract awards for forestry operations and property maintenance services; managing requests related to property management and code enforcement; maintaining various databases and preparing related reports; and providing budget estimate and related organization support for the Forestry Services Manager.

Vital Statistics and FIMR Manager serves as the Deputy Registrar on behalf of the Commissioner of Health and the authorized representative to the State of Wisconsin for administering, coordinating and evaluating all activities necessary to register and issue Milwaukee birth and death certificates in compliance with Chapter 69 of the Wisconsin State Statutes; executes the Fetal Infant Mortality Review (FIMR) Project which provides infant death

analysis towards the reduction of infant mortality and the elimination of racial and ethnic disparity and birth outcomes; performs birth outcome analysis for legislative and aldermanic reports and serves on related state-wide and county committees; and supervises a staff of four.

WIC Program Manager manages the MHD's Women, Infants, and Children (WIC) Supplemental Nutrition Program which includes the supervision of 22 positions; developing, implementing and evaluating program policies and procedures and monitoring compliance with state and federal regulations; developing, monitoring, and amending the WIC Program budget as required; coordinating and collaborating with other Milwaukee County WIC programs, the public sector, and community agencies; negotiating performance objectives with funding agency and developing, implementing and evaluating performance objectives; assuring compliance with the WIC Grant Agreement and the timely preparation and submission of all required reports and contract materials; and serving as the representative for the MHD WIC Program on regional and state committees.

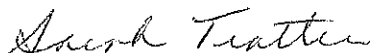
In-Rem Property Disposition Manager directs activities and a staff of five involved in the maintenance, marketing, preservation and disposition of city-owned, tax-foreclosed residential real estate. Duties include developing strategies to ensure adequate management of the properties including property inspection, leasing, tenant relations and property maintenance; devising and implementing strategies for disposition of properties; managing efforts to market and sell in rem residential properties; maintaining records and data regarding the management, maintenance, and sale of properties including expenditures; and providing ongoing updates to policymakers.

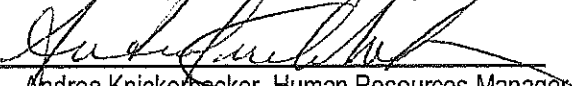
The closest match is the Vital Statistic and FIMR Manager in Pay Range 1DX which also monitors and analyzes information regarding an important issue to the community (infant mortality and birth outcomes); provides data at meetings and interacts with others outside of City government on a regular basis; manages and oversees the recording, registering and issuing of important records; and supervises a staff of four.

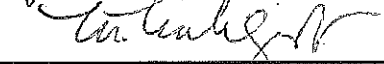
As the current title of "Building Codes Enforcement Supervisor" does not describe the duties of the position we recommend the new title of "Housing Policy and Compliance Manager". This title is more descriptive of the duties of the position including the monitoring of compliance by financial institutions and by property owners with the City's housing policies and reflects that the position has management responsibility.

Recommendation

We therefore recommend a title change for this position of "Building Codes Enforcement Supervisor" in Pay Range 1DX to "Housing Policy and Compliance Manager" in Pay Range 1DX.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

City Service Commission Meeting: May 10, 2016

DPW-WATER WORKS-BUSINESS SECTION

Current	Recommendation
New Position	Water Billing and Collections Manager PR 1FX (\$62,338 - \$87,270)
Water Billing Supervisor PR 1CX (\$51,469 - \$72,063)	Eliminate Position
Water Accounting Manager PR 1GX (\$66,435 - \$93,010)	Water Accounting Manager PR 1EX (\$58,462 - \$81,844)
Water Revenue Manager PR 1EX (\$58,462 - \$81,844)	Eliminate Position
New Position	Water Customer Service Manager PR 1EX (\$58,462 - \$81,844)
Water Revenue Collections Manager PR 1DX \$54,865 - \$76,806	Water Collections Supervisor PR 1DX \$54,865 - \$76,806
Water Customer Service Supervisor (Billings & Collections Unit) PR 1CX (\$51,468 - \$72,063)	Water Customer Service Supervisor (Meters & Services Unit) PR 1CX (\$51,468 - \$72,063)
Program Assistant II (Bankruptcies) PR 5FN (\$42,539 - \$48,248)	Water Billing Specialist PR 5HN (\$45,013 - \$51,408)

Background

The DPW-Water Works has requested a reorganization of positions within the department's Business Section. In studying this request, documentation from the department was reviewed, consisting of new and revised job descriptions, current and proposed organization charts, and the department's letter setting forth its rationale for requested titles and pay levels.

In April of 2015 the Water Works reorganized positions and work processes in its Business Section in anticipation of the departure of a number of long term employees. This Business Section maintains some 165,000+ customer accounts. On an annual basis, the utility mails over 804,000 bills, letters, and late payment notifications with a total of over \$260 million in billable revenue. The department had indicated that the significant increase in bankruptcy cases and recent changes in laws regarding bankruptcies had impacted the staffing requirements of the collections area and as a result additional positions, including Water Billing Specialists, were added in 2015. However, based upon the department's actual experience over the past year with work load, work processes and employee turnover; there is request to further refine the organizational structure.

Current and Recommended Structure

The current and recommended changes to the Water Works Business Section structure are listed below. This report also includes an appendix that shows the current and recommended organization structure. In Summary this reorganization would:

- Classify a Billing and Collections Manager in PR 1FX responsible for managing the billing and collections unit within the Business Section.

- Downgrade a Water Accounting Manager from PR 1GX to PR 1EX. Position will supervise operations and staff of the Accounting Services Unit of the Business Section.
- Classify a Water Customer Service Manager in PR 1EX This position will hire, orient, train and coach Customer Service Representatives that work throughout the Business Section's different units and is the liaison with the Public Service Commission in answering requests and handling customer appeals.
- Retitle a Water Revenue Collections Manager to Water Collections Supervisor in PR 1CX.
- Shift a Water Customer Service Supervisor in PR 1CX to the Meters and Services work unit
- Eliminate a Water Billing Supervisor (PR 1CX) and a Water Revenue Manager (PR 1EX)
- Reclassify a Program Assistant II (PR 5FN) to Water Billing Specialist (PR 5HN).

Water Works Business Section Titles

CURRENT					RECOMMENDATION				
TITLE	#	PR	MIN	MAX	TITLE	#	PR	MIN	MAX
Water Financial Manager	1	1IX	\$75,478	\$105,669	Water Financial Manager	1	1IX	\$75,478	\$105,669
Water Business Operations Manager	1	1GX	\$66,435	\$93,010	Water Business Operations Manager	1	1GX	\$66,435	\$93,010
Water Accounting Manager	1	1GX	\$66,435	\$93,010	Water Billing and Collections Manager	1	1FX	\$62,338	\$87,270
Water Revenue Manager	1	1EX	\$58,462	\$81,844	Water Accounting Manager	1	1EX	\$58,462	\$81,844
Water Meter Services Manager	1	1EX	\$58,462	\$81,844	Water Customer Service Manager	1	1EX	\$58,462	\$81,844
Water Revenue Collections Manager	1	1DX	\$54,865	\$76,806	Water Meter Services Manager	1	1EX	\$58,462	\$81,844
Water Customer Service Supervisor (Billings & Collections)	1	1CX	\$51,468	\$72,063	Water Collections Supervisor	1	1DX	\$54,865	\$76,806
Water Billing Supervisor	1	1CX	\$51,469	\$72,063	Water Customer Service Supervisor (Meters & Services)	1	1CX	\$51,468	\$72,063
Water Billing Specialist	2	5HN	\$45,013	\$51,408					
Program Assistant II (Bankruptcies)	1	5FN	\$42,539	\$48,248	Water Billing Specialist	3	5HN	\$45,013	\$51,408

Duties and Responsibilities, Analysis and Recommendations

Current: Water Billing Supervisor (eliminate position) PR 1CX
Recommendation Water Billing and Collections Manager (create position) PR 1FX

The function of this position is to manage the billing and collections of over \$80 million in total annual revenues for the Milwaukee Water Works and \$200 million for the City of Milwaukee in fees. The Billing and Collections Unit issues 15,000 weekly bills for quarterly billings of over 165,000 accounts. Management oversight includes ensuring accurate and timely bills. Position manages the collections of delinquent accounts and oversees the department's efforts in bankruptcy filings, proceedings, monitoring and following of specific court ordered collections. Duties and responsibilities include:

- 25% Manage, oversee and conduct the billing calculations
Set dates (billing date, cycle date, deferred due date); create new average use period for Winter Quarter; generate and review the negative usage report; generate and review the billing summary journal; generate and review rate reports for water rate and sewer rate totals; validate the billing calculation by generating and reviewing active code compare report, billing-water accounts by route by active code, billing-sewer accounts for route by active code and billing summary journal; generate and review billing reports (billing cycle register print, billing cycle recalculation kick out, general ledger distribution print, sales by rates, sales by tax district, sales by meter size; generate and review updated billing calculations; direct and oversee special billing (certified accounts, monthly accounts, suburban wholesale accounts, city accounts, MPS accounts, housing authority accounts, annual fireline account and well accounts; Generate and review West Milwaukee sewer billing reports and remittance checks.
- 20% Manage, direct and oversee pre-bill to ensure absolute accuracy
Oversee the acceptance and posting of meter readings from all sources such as van reads, interim reads, commercial manual reads, wholesale reads, and mail-in card readings into the system; ensure accurate

- review of the pre-bill edit process with regard to negative readings, zero usage, no readings, duplicate readings, and high/low consumption; oversee the pre-bill audit process by generating and reviewing pre-bill audit reports; review water/sewer account total differences by processing certified accounts and running the active code compare report
- 20% Run Cognos reports to provide information needed by management; prepare monthly and year-end general ledger journal entries and prepare any billing adjustment journal entries for entry into FMIS; generate proration of receivables at year-end; Run year-end trial balances and annual reports for department as well as other funds
- 10% Communicate and respond to billing inquiries/concerns from all municipal customers and large commercial and industrial customers. Conduct audits of daily cash receipt processing
- 10% Prepare and run various customer information programs that update individual customers' accounts. Generate and run monthly reports for top 20 users for City of Milwaukee and West Milwaukee

Minimum qualifications include a Bachelor's degree in Accounting, Finance of Business and three years of related experience including experience in supervision. These requirements have not yet been assessed for staffing purposes.

The Water Works has requested the reclassification of a vacant position of Water Billing Supervisor to be reclassified to a Water Billing and Collections Manager to manage the operations of the Water Billing and Collections Unit. This unit is responsible for issuing 15,000 weekly bills for quarterly billings of over 165,000 accounts. This manager ensures accurate and timely bills through a staff that includes the Water Collections Supervisor, Water Billings Specialists, Accounting Assistants and Customer Service Representatives. This includes collections of delinquent accounts and efforts in bankruptcy filings and court orders. This position is responsible for overseeing and implementing the process for determining the correct billing rates into the customer information and billing system and ensuring absolute accuracy in billings information based meter readings from all sources.

The level of responsibility and nature of work of this position is comparable to other positions in Pay Range 1FX such as the Business Finance Manager in the Fire Department, Business Operations Managers in the Health Department and Neighborhood Services, and Parking Financial Manager in the Department of Public Works. We therefore recommend the reclassification of this position to Water Billing and Collections Manager in Pay Range 1FX.

Current:	Water Accounting Manager	PR 1GX
Recommendation:	Water Accounting Manager	PR 1EX

The basic function of this position is to supervise the operations of the Accounting Services Unit within the Water Works Business Section. These responsibilities include overseeing the operating budget preparation for the department, direct administration of payroll, and overseeing expenditure processing and control for the department. Direct and oversee General Accounting Standards Board (GASB) and Public Service Commission (PSC) of Wisconsin principal rules for accounting methods and documentation. Duties and responsibilities include:

- 35% Supervise accounting activities; outline and review office methods and procedures to conform to the Uniform System of Accounts prescribed for public utilities by the PSC; supervise preparation of annual financial and operating reports to the PSC; and supervise preparation of the department annual reports
- 15% Responsible for all payroll functions; maintain procedures, records, and statistics required for water rate analysis; make frequent reports of current and projected status and maintain information to use a substantiating exhibits in in water rate includes requests to the PSC
- 15% Coordinate preparation of the department budget
- 15% Manage ProCard for the department.
- 10% Oversee preparation of financial and operating statements and provide information to City Attorney, consulting engineers and other department sections; follow Common Council resolutions relating to construction programs, creation of funds and positions, issuing of bonds and related matters.

10% Supervise the accounting unit, conduct internal audits of accounts; establish and coordinate accounting and reporting procedures between the accounting Unit and other sections.

Minimum qualifications include a Bachelor's degree in Accounting, Finance of Business and three years of related experience. These requirements have not yet been assessed for staffing purposes.

This position now reports to the Water Financial Manager (PR 1IX) and Water Business Operation Manager (PR 1GX) and will manage the Accounting Unit within the Business Section. The Accounting Unit performs accounting functions in compliance with standards of the Public Service Commission, Government Accounting Standards Board, and the City of Milwaukee. The unit also handles all timekeeping and purchasing activities for the Water Works. Previously this position had served as the second-in-command for the Business Section, but as a result of a previous reorganization, these oversight duties now are aligned with the Water Business Operation Manager (PR 1GX).

The duties and responsibilities of the position are now more comparable to other positions such as the Public Works Accounting Manager, Pension Accounting Manager, and Business Operations Manager in DPW-Infrastructure Services Division. We therefore recommend that this position be reclassified as Water Accounting Manager in 1EX.

Current:	Water Revenue Collections Manager	PR 1EX
Recommendation:	Water Collections Supervisor	PR 1EX

The basic function of this position is to supervise revenue collection in the Billing and Collections Unit of the Business Section. The position manages counter cashiering functions, reviews outstanding bills, manages bankruptcy accounts, certifies outstanding account balance to the tax roll, communicates with customers who are behind on bill payments, coordinates water turn-off for delinquent accounts, and supervises Customer Service Representatives and Water Billing Specialists. The Water Works has requested a retitle of this position to be in line with the title of the unit and we therefore recommend a change in title with no change in Pay Range to Water Collections Supervisor.

Current:	Water Revenue Manager (eliminate position)	PR 1EX
Recommendation:	Water Customer Service Manager (create position)	PR 1EX

The Milwaukee Water Works Customer Service Center handles a daily average of 300 phone calls, 160 walk-in customers, and 450+ customer contacts through the interactive voice response (IVR) system and email/web connections. The Customer Service Manager oversees the Customer Service work unit. The position ensures the professional response to customers using the customer information computer system for the approximately 161,000 accounts of the utility, and provides telephone, fax and counter activities including bill paying, requests for account clarification, address changes, and requests for service. Duties and responsibilities include:

- 40% Manage the customer service work group activities that include hiring staff and providing orientation, training and on-going coaching. Ensure that customers are responded to with professionalism, courtesy and accurate information. Review telephone activities by monitoring calls, analyzing call center data, and providing staff with feedback. Provide staff with updated information, current events and changes that may affect customers and workload. Review work process flow, recommend and implement improvements. Document improvements by maintaining up-to-date procedure manuals. Manage workload of staff and work environment to reduce burnout factor and encourage teamwork and collaboration
- 25% Respond to escalating customer calls that require more attention. Review accounts, provide answers and explanations, and request further assistance from other work units as needed. Respond to requests for information and reports in a timely manner. Handle all State of Wisconsin PSC requests and customer appeals. Ensure the utility is in compliance with PSC 185 regulations and ensure customers are treated equally under the regulations
- 20% Coordinate customer information data and changes such as account histories, adjustments, and owner changes. Collaborate with other work units in the Business Section, with ITMD, DPW and Budget Office to

- provide customer service input and keep utility staff abreast of upcoming changes and the response. Coordinate with IT staff for operational effectiveness of the IVR system and provide input for necessary changes to stay current. Act as liaison with DPW, DCD, Milwaukee Municipal Sewerage District, Comptroller, and Treasurer's office regarding billing disputes and credits owed.
- 10% Compile statistics on customer service activities to monitor telephone answering response times, calls dropped, and waiting times to analyze and monitor effectiveness of staff response and ensure customer service levels. Provide operational goals and standards and job aids to customer service representative to ensure consistent, professional customer interactions.

Minimum requirements include a Bachelor's Degree in Business Administration or Business Management and three years of experience in a customer service call center operations that includes supervisory experience. These requirements have not been assessed for staffing purposes.

This position provides day-to-day direction to staff of the Water Works Customer Service Center that handles customer inquiries, complaints and concerns related to water service and billing as well as provides direction in customer service interactions across the utility. This Water Customer Service Manager represents the utility to the Public Service Commission in relation to requests and customer service appeals. The position ensures that up-to-date information that affects customers is coordinated across the utility and within city government to provide quality customer service by the utility.

The level of responsibility for the position is consistent with that of Water Accounting Manager (PR 1EX) and Water Meter Services Manager (PR 1EX) also within the Business Section. These positions ensure the quality of billing, accounting, and customer interaction for the customers of the utility. We therefore recommend the position be classified as Water Customer Service Manager in Pay Range 1EX.

Current:	Water Customer Services Supervisor Billings and Collections Unit	PR 1CX
Recommendation:	Water Customer Services Supervisor Meters and Services Unit	PR 1CX

The basic function of this position is to supervise the office support staff in the Meter Services Unit of the Business Section. The position manages office functions that include professional correspondence with customers, telephone scheduling of appointments for meter exchanges and testing, meter reading data collections, and enQuesta operations and payroll. Duties and responsibilities include:

- 25% Manage the customer service work group in the Meter Services Unit. Provide Customer Service Representatives with enQuesta Training and provide coaching. Manage the workload of the unit.
- 25% Supervise scheduling of meter exchange appointments. Ensure professional correspondence with customers and timely follow-up calls and contact. Utilize the mobile work order system for scheduling appointment, review work orders, and adjust schedules to meet customer and workload demands.
- 20% Manage meter reading data collection and ensure timeliness of reads. Ensure accurate mining of data for anomalies such as high consumption or no consumption. Schedule Water Meter investigator related to possible reading errors, leaks or fraud. Manage automated meter reading equipment and software updates
- 15% Coordinate possible water turn-off for non-access program in accordance with PSC rules. Maintain details and accurate records of each step and carry process to conclusion
- 10% Supervise payroll entry, recordkeeping and documentation

Minimum requirement include a Bachelor's degree in Business Administration, Business Management and two years of customer service experience including supervision.

The duties, responsibilities and requirements of this position as it has shifted from the Billings and Collections Unit into the Meters and Services Unit of the Water Works Business Section continues to be at a level consistent with that of the Water Customer Services Supervisor in Pay Range 1CX. The focus of the position will shift from day to day operations of staff working within the context of water billings to staff working within the context of meter readings and equipment replacement. We therefore recommend no change in classification or pay range level for this position.

Current:	Program Assistant II	PR 5FN
Recommendation	Water Billing Specialist	PR 5HN

The basic function of this position is to conduct detailed, accurate and deadline-driven pre-billing review of the over 165,000 Water Works accounts to ensure they are accurately billed within the proper deadline on a weekly cycle that covers the quarterly residential and monthly large commercial, industrial, and suburban wholesale accounts.

Water Billing Specialists ensure that information on bills is as accurate and comprehensive as possible prior to being send to customers. Incumbents of these positions work independently, analyzing situations as they occur, consulting with the Water Billing and Collections Manager as necessary and taking action to solve problems and improve processes. The minimum requirements for the job are four years of clerical experience performing work related to the job, with at least one year of experience at the level of Office Assistant IV or Accounting Assistant III.

Previously the work of the Program Assistant II had focused upon delinquent accounts processing and the bankruptcy managing of those accounts. This included preparation of bankruptcy account reports to assist with year-end write-offs, the certification of outstanding account balances eligible for the tax role on an annual basis and preparation of communications detailing outstanding bankruptcy accounts. These duties and responsibilities will now be distributed among this and the two other Water Billing Specialists.

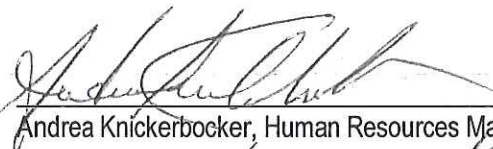
As this vacant position will now have the same duties and responsibilities as that of the current two Water Billing Specialists, we recommend this position be classified as Water Billing Specialist in PR 5HN.

Action Required


In the Salary Ordinance, under Pay Ranger 1CX, delete the title "Water Billing Supervisor", under Pay Range 1DX, delete the title "Water Revenue Collections Manager" and add the title "Water Collections Supervisor", under Pay Range 1EX, delete the title "Water Revenue Manager" and add the titles "Water Accounting Manager" and "Water Customer Service Manager", under Pay Range 1FX, add the title "Water Billing and Collections Manager", under Pay Range 1GX, delete the title "Water Accounting Manager".

In the Positions Ordinance, under Department of Public Works – Water Works, Business Organization, Commercial Services, delete one position of "Water Revenue Manager", delete one position of "Customer Service Supervisor", delete one position of "Water Billing Supervisor", delete one position of "Water Revenue Collections Manager", delete one position of "Program Assistant II" and add one position of "Water Billing and Collections Manager", add one position of "Water Customer Service Manager", add one position of "Water Collections Supervisor" and add one position of "Water Billing Specialist"; and under Meter Services, add one position of "Water Customer Service Supervisor".

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