



Department of Employee Relations

John O. Norquist
Mayor

Florence Dukes
Director

David Heard
Fire and Police Commission
Executive Director

Frank Forbes
Labor Negotiator

Michael Brady
Employee Benefits Director

October 2, 2003

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

Dear Committee Members: Re: Common Council File Number 030428

The following classification and pay recommendations will be submitted to the City Service Commission for consideration on October 7, 2003. We recommend these changes, subject to approval by the City Service Commission:

In the Health Department:

One new position is recommended for classification as Radiologic Technologist-Mammographer, Pay Range 545

One position of X-Ray Technician III, Pay Range 340, held by Jeanette Baker, is recommended for Reclassification to Radiologic Technologist, Pay Range 530.

In the Department of Public Works, Infrastructure Services Division, one position of Engineer in Charge, Salary Grade 014, held by Martin Acquino, is recommended for reclassification to Environmental Manager, Salary Grade 016.

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

Sincerely,


Florence H. Dukes
Employee Relations Director

FHD:pb

Attachments: 2 Job Evaluation Reports
 Fiscal Note

c: Dr. Seth Foldy, Bevan Baker, Maria Monteagudo, Jeanette Baker, Jeffrey Polenske, Mariano Schifalacqua, Dan Thomas, Martin Aquino, Richard Abelson, John English, Paula Dorsey and John Garland

200 East Wells Street, Room 706, Milwaukee, WI 53202, Phone (414) 286-3751, FAX 286-0800, TDD 286-2960
Employee Benefits and Labor Relations – Room 701 • Labor Relations Phone (414) 286-2356, Fax 286-0900
Medical Benefits Phone (414) 286-3184 • Worker's Compensation (414) 286-2020, Fax 286-2106

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 7, 2003

Incumbent: (a) New Position Department: Health
 (b) Jeanette Baker

Present	Request
Title: X-Ray Technician III	Title: Radiologic Technician
Pay Range: 340 (\$30,890-\$34,183)	Pay Range: to be determined
Step: (a) not applicable (b) \$34,183	Source: Department
Recommendation:	
Title: (a) Radiologic Technologist - Mammographer (b) Radiologic Technologist Pay Range:(a) 545 (\$37,844 - \$43,380) (b) 530 (\$34,735 - \$39,322) New Rate: (a) not applicable (b) \$34,735	
Rationale:	
It has been very difficult to recruit qualified candidates for this position. A market study confirms that the City's salary range for X-Ray Technician III is substantially below market. There is also a significant labor shortage in this area. The study also found that the specialty area of mammography is paid at a higher rate than general radiologic technology given the additional qualifications required. Two separate classifications are therefore proposed. Because the new position is a grant funded position, there is no fiscal impact to the City. The existing position filled by Jeanette Baker is City funded, and therefore the new classification would have a fiscal impact.	
History of Position:	
These positions were reclassified from X-Ray Technician II to X-Ray Technician III as part of the 1995-1996 collective bargaining agreement between the City and District Council 48, AFSCME, AFL-CIO. They have not been studied since that time.	

Action Required:

In the Salary Ordinance, delete Pay Range 310 in its entirety. Under Pay Range 330, delete the title "X-Ray Technician II" and footnote 1/ in its entirety. Under Pay Range 340, delete the title "X-Ray Technician III" and footnotes 1/ and 2/ in their entirety. Under Pay Range 530, add the title "Radiologic Technologist 3/" and add the following footnote: "3/ Recruitment is authorized up to the third step of the pay range." Under Pay Range 545, add the title "Radiologic Technologist - Mammographer 2/" and add the following footnote: "2/ Recruitment is authorized up to the third step of the pay range."

In the Positions Ordinance, under Health Department, Healthy Behaviors and HealthCare Access Division, Milwaukee Breast Cancer Awareness Program, delete one position of "Radiological Technician (KK) (X)" and add one position of "Radiologic Technologist - Mammographer (KK) (X)." Under Disease Control and Prevention Division, Tuberculosis Control Unit, delete one position of "X-Ray Technician III (X)" and add one position of "Radiologic Technologist (X)."

Background:

In July 2003 a Radiologic Technician (X-Ray Technician III) position was created in conjunction with the acceptance of the Cancer Control Coordination Grant. This position will be assigned to the Milwaukee Breast & Cervical Cancer Awareness Program (MBCCAP). Significant recruitment difficulties have been experienced in attempting to fill X-Ray Technician III positions in the past. Therefore, on July 2, 2003, the Health Department requested that DER conduct a market study in order to properly classify this position.

The Health Department has one other position of X-Ray Technician III that is also included in this report because it would be affected by any changes in the classification. This city-funded position is assigned to the Tuberculosis Control Clinic and is currently filled by Jeanette Baker.

In conducting this study discussions were held with Maria Monteagudo, Health Personnel Officer and Mildred Leigh-Gold, Well Women's Programs Manager.

Duties, Responsibilities and Requirements:

Milwaukee Breast & Cervical Cancer Awareness Program (MBCCAP)

The basic function of the MBCCAP X-Ray Technician III position is to perform mammograms and clinical breast exams, maintain related equipment and prepare quality control procedures according to the American College of Radiologists (ACR) and Mammography Quality Standards Act (MQSA) specifications. Specific duties and responsibilities include the following:

- 35% Perform mammograms, develop film and complete appropriate documentation, in accordance with ACR specifications.
- 35% Perform clinical breast examination and instruct patients on Breast Self Examination procedure and frequency, and complete proper documentation.
- 5% Perform general record keeping duties related to client registration, screening and follow up.
- 5% Transport and hang developed film for radiologist interpretation; location and radiologist may vary.
- 5% Perform quality control procedures for equipment in the mammography suite and darkroom.
- 5% Maintain regulatory requirements for the facility, prepare and submit necessary documentation to ACR and MQSA.
- 5% Order clinic supplies and maintain back up supply in MBCCAP office. Maintain cleanliness in examining room, mammography suite and darkroom.
- 5% Other duties as assigned.

According to the most recent job announcement (August, 2001), this position requires graduation from an American Registry of Radiologist Technologists (ARRT) recognized educational program in Radiologic Technology, current and continuing ARRT registration as a Radiologic Technologist (R) and Mammographer (M), compliance with MQSA formal training, continuing education and continuing experience requirements, and must have the ability to work effectively with and maintain good relationships with a multi-cultural, multi-disciplined staff and public.

Tuberculosis (TB) Control Clinic

The basic function of the X-Ray Technician III in the TB Control Clinic is to take, develop and process chest x-ray films, utilize and maintain related equipment, and perform general duties as required including record keeping, clinic reports, registration of patients, and some clinical screening. Specific duties and responsibilities include the following:

- 65% Take chest x-ray films of clinic patients; develop films; mark films for identification and assemble with clinic record for reading by radiologist; pull previous films for comparison; file films after study is complete.
- 15% Perform general duties including some clerical and some clinical activities.
- 5% Send films to outside consultants as requested.
- 5% Maintain a log of x-ray and clinic statistics.
- 5% Maintain equipment in clean and working condition, including attending to minor repairs.
- 5% Order supplies as necessary.

This position requires graduation from an American Registry of Radiologist Technologists (ARRT) recognized educational program in Radiologic Technology, current and continuing ARRT registration as a Radiologic Technologist (R), and must have the ability to establish good rapport with the public.

Rationale for Study:

Based on a review of the City's classification and examination files, the City has had difficulty in recruiting and retaining X-Ray Technicians for at least the past 12 years. The most recent example occurred in the fall of 2001 when extensive recruitment activities were conducted to attract qualified candidates for a vacant X-Ray Technician III position in the MBCCAP program. Recruitment sources and activities included local newspapers, local career board internet sites, the City's web site, the American Society for Radiologic Technologists web site, direct mail to approximately 600 Radiologic Technologists in Wisconsin who were registered Mammographers, direct mail to all 17 certified Radiologic Technology educational programs in Wisconsin, direct mail to health care clinics and agencies in the Milwaukee area and publicizing the vacancy at the Wisconsin Society of Radiologic Technologists annual conference. Despite all of these recruitment efforts, **the City did not receive a single application.** Consequently the City has had to contract with a temporary agency at a rate of \$67 per hour to provide this service. This rate is at least three times higher than the hourly rate paid for permanent employees in the industry.

According to the American Society for Radiologic Technologists (ASRT), the largest national professional association for technologists in the radiologic sciences, the entire country is facing a severe shortage of radiologic technologists. Quoting directly from their website:

"A number of economic and demographic factors are meshing in a perfect manner to create an unprecedented imbalance between the supply of radiologic technologists and the demand for their services:

- *The number of medical imaging procedures performed in this country increases every year.*
- *The American population is aging, increasing the numbers of patients who require radiologic services.*
- *Radiologic Technologists themselves are aging, with thousands reaching retirement age and leaving the profession within the next decade.*
- *Fewer and fewer people enter the field of radiologic technology each year, as the profession competes with careers that are perceived as more rewarding and less stressful.*

These four factors are feeding off one another to create a severe shortage of radiologic technologists. The vacancy rate for radiologic technologists is the highest among any health profession, according to a survey released by the American Hospital Association and three other hospital organizations in January 2002. The survey reported a 15.3 percent vacancy rate for radiologic

technologists, which means that nearly one out of every seven jobs for R.T.s cannot be filled. By comparison, the vacancy rate for registered nurses was 13 percent and the rate for pharmacists was 12.7 percent.

In November 2001, the U.S. Bureau of Labor Statistics released updated employment projections for the profession. The BLS predicts that the country will need 75,000 more radiographers in 2010 than it did in 2000. The job openings represent positions that will be created as the result of growth in the profession, as well as positions that will become vacant when today's technologists retire or change careers."

(Source: ASRT website)

This data indicates that the City should expect challenges in recruiting radiologic technologists for some time to come, even with competitive salaries. However, with salaries significantly below the market, the City will find it practically impossible to attract any qualified candidates in this current environment. As described above, this result actually occurred with the most recent recruitment attempt. According to the Health Department, the duties and responsibilities of the two X-Ray Technician III positions described above have not significantly changed. Therefore, the purpose of this study is to collect and evaluate salary data from a variety of credible sources and make a reasonable salary recommendation to increase the City's competitive posture in attracting qualified applicants.

Market Study:

Salary data was collected from the following sources for purposes of this study:

American Society of Radiologic Technologists (ASRT)

Data was taken from a comprehensive salary survey in which responses were received from over 12,500 active members nationally. The present study focused on salary data from 1,578 respondents in the upper Midwest region (Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin).

Occupational Employment Statistics Survey (OES)

This survey is a joint effort of the U. S. Department of Labor, Bureau of Labor Statistics (BLS) and the Wisconsin Department of Workforce Development, Bureau of Workforce Information (BWI). Salary data used in this study is specific to the Milwaukee-Waukesha PMSA (primary metropolitan statistical area).

Milwaukee Area Technical College (MATC)

MATC offers an accredited Associate Degree program in Radiography and tracks the starting salaries of their graduates. The most recent class (completed in mid-August 2003) consisted of 16 graduates.

University of Wisconsin Hospitals and Clinics

Froedtert Hospital

Aurora Health Care

Includes Sinai Medical, St. Luke's Medical Center, St. Luke's South Shore, West Allis Memorial Hospital.

Covenant Healthcare

Includes Elmbrook Memorial, St. Francis, St. Joseph, St. Michael, Covenant Medical Group.

Salary Source

An on-line resource that uses multiple survey sources to report the current market value for any of nearly 350 benchmark positions (data is regionalized according to the base city specified, in this case Milwaukee).

Market Study Results

The City's current rates for X-Ray Technician III were effective Pay Period 1, 2002. Therefore, in order to make valid comparisons, data from the outside sources was adjusted to reflect 2002 rates as well. Study results are presented for both the general category of Radiologic Technologist and the specialty area of Mammography as most organizations have separate pay scales for each. The City has one pay range covering both categories although MBCCAP employees who have completed at least one year at step 5 and who hold a certification in Mammography may advance an additional step. The City

allows recruitment up to the third step of the range (\$15.53), though flexibility to hire above the minimum is common to other organizations contacted as well. Data is presented hourly because that is the basis by which the vast majority of Radiologic Technologists (approximately 85 percent) are paid. The results below represent averages of the outside sources from which data was provided.

SURVEY AVERAGES

	<u>Beginning</u>	<u>Ending</u>
Radiologic Technologist	\$16.57	\$23.24
Mammographer	\$18.19	\$25.13
<hr/>		
City of Milwaukee	\$14.85	\$16.43 (\$16.85 for certified Mammographer)

Sign-on or retention bonuses of between \$2,000 and \$10,000 were also reported, with most being in the range of \$3,000 to \$5,000. Most places also offered a competitive benefit package (e.g., health and dental coverage, disability, life insurance, paid time off, 401(k)/403(b) and/or pension plan, tuition reimbursement, etc.).

Analysis:

Based on the data presented it is clear that the City of Milwaukee is substantially below the market for the X-Ray Technician III classification. Perhaps most telling is that the maximum of the City's pay range is actually lower than the average minimum paid by other organizations. For the general category of Radiologic Technologist, the City is approximately 12 percent below the market at the entry level and over 40 percent below market at the maximum. For the Mammography specialty area, the gap is even wider (22 percent lower at entry level and 49 percent lower at the maximum).

Not only is the City non-competitive at the entry level, the earning growth potential is substantially higher with outside organizations. There is only a 10.6 percent difference from minimum to maximum in the City's range (13.5 percent for Mammographer), whereas the average pay range spread of other organizations is approximately 40 percent. In addition, it should be pointed out that several of the organizations contacted had two or three different levels of pay ranges for their Radiologic Technologists, so that as they gained experience they could potentially be promoted to a higher pay range. The data presented above is solely based on the "level one" pay range of these organizations.

Another significant observation is the presence of a separate pay range for Mammographer as compared to a general Radiologic Technologist. The City currently does not differentiate the two with the exception of an extra step for a certified Mammographer. The practice of Mammography is closely regulated by the Mammography Quality Standards Act (MQSA) and those performing Mammography must meet specific continuing education and experience requirements. These regulations are somewhat recent, having gone into effect in April 1999.

In addition, the City requires a Mammographer in the MBCCAP program to be certified in Mammography through the American Registry of Radiologist Technologists (ARRT) at time of hire. This would most likely involve hiring someone with previous work experience since in order to be eligible for the certification examination one must have already performed at least 100 mammographic examinations in addition to meeting the MQSA requirements. A higher salary structure for a certified Mammographer therefore appears justified based on the qualifications needed to earn and maintain the certification.

Changes in the X-Ray Technician III pay level are warranted based on the data presented. However, it is important to make sure that any recommended changes are consistent with the City's current compensation structure and that they do not create internal equity impacts within the Health department or other City departments.

Recommendations:

The X-Ray Technician III classification is currently found in the "Services and Related Classes" section of the Salary Ordinance (Section 4). Given the technical nature of these positions, it is recommended that these positions be moved to Section 8 with the "Professional, Technical and Administrative classes and Inspectors." A number of other technical positions in the Health Department represented by District Council 48, AFSCME are also found in this section (e.g., Environmental Health Specialist, Dietetic Technician, Nutritionist, Public Health Educator).

We recommend that the position performing mammography duties in the MBCCAP program be placed in a separate and slightly higher classification than the position performing chest x-rays in the TB Control Clinic. This recommendation is based on standard practice in the healthcare industry and is justified by the additional qualifications and specialized certification required to perform mammography as described above.

The title of X-Ray Technician is now obsolete and rarely used in the healthcare industry. We therefore recommend that the current Salary Ordinance titles of X-Ray Technician I, II and III be deleted. In place of the X-Ray Technician titles we recommend the more commonly used titles of Radiologic Technologist for the existing position in the TB Control Clinic and Radiologic Technologist - Mammographer for the new grant funded position in the MBCCAP program.

Based on the salary data presented above from the market study, and a careful review of the City's current pay ranges in the 500 series (Professional, Technical and Administrative classes and Inspectors) which is appropriate for this type of position, we recommend the following structure:

Pay Range 530 (hourly: \$16.70 - \$18.90; annually \$34,735 - \$39,322)
Radiologic Technologist

Pay Range 545 (hourly \$18.19 - \$20.86; annually \$37,844 - \$43,380)
Radiologic Technologist - Mammographer

While the higher pay ranges will help bring the City to a more competitive position, the City may still experience recruitment difficulties. First, there is a continuing labor shortage of Radiologic Technologists. Also, it is not feasible for the City to match the industry's salary maximums without creating significant pay impacts on City classifications. In addition, the above salaries are 2002 rates and outside organizations are offering 2003 rates. The City is currently negotiating with District Council 48, AFSCME on the 2003-2004 contract but it is not known when the contract will be settled. It is likely that in these difficult budget times, the percent increase for 2003 and 2004 will not be in the 4 to 6 percent range that Radiologic Technologist salaries have been increasing each year due to the shortage. Finally, the City has never offered sign-on bonuses as the majority of healthcare organizations do for these positions.

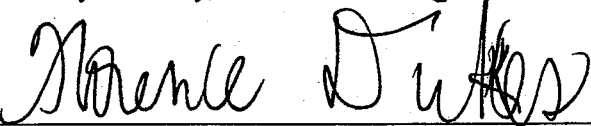
On the other hand, the recommended changes represent a significant step forward in making the City more competitive in this field. Also, the City has advantages such as an excellent benefit package and permanent first shift schedule which should be attractive to potential candidates who do not wish to work evenings or weekends. To further assist in this effort, we recommend retaining the current Salary Ordinance footnote allowing recruitment up to the third step of the range. It is recommended that this footnote be placed under both titles in the Salary Ordinance.

Prepared by:



Timothy J. Keeley, Human Resources Representative

Reviewed by:



Florence Dukes, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 7, 2003

Incumbent: Martín Aquino Department: DPW-Infrastructure Services

Present	Request
Title: Engineer in Charge	Title: Environmental Manager
Pay Range: 014 (\$73,128 - \$102,383)	Salary: 016 (\$83,074 - \$116,309)
Step: 12 (\$102,383)	Source: Department
Recommendation:	
Title: Environmental Manager Salary Grade: 016 (\$83,074 - \$116,309) <i>New Rate: \$106,099</i>	
Rationale:	
Due to a reorganization within the Infrastructure Services Division of DPW, the position under study was given responsibility for the City's sewer maintenance function resulting in a significant increase in personnel and budget. This position is now comparable to two other section head positions in the Division that are also at S.G. 016. This position is funded through the Sewer Fund and not through O & M funds that impact the tax levy.	
History of Position:	
This position has not been studied since it was placed in Salary Grade 014 as part of the Management Pay Plan study in 1988.	

Action Required:

In the Salary Ordinance, under Salary Grade 016, add the title "Environmental Manager."

In the Positions Ordinance, under DPW-Infrastructure Services Division-Sewer Maintenance Fund, Environmental Decision Unit, delete one position of "Engineer in Charge (Y)", and add one position of "Environmental Manager (Y)."

Background:

The request to study this position was received on February 6, 2003. An updated job description accompanied the request. The study was requested as a result of a reorganization within the DPW Infrastructure Services Division that was effective Pay Period 1, 2003. In conducting this study, discussions were held with Jeff Polenske, City Engineer, who supervises this position, and the incumbent.

October 7, 2003

Duties, Responsibilities and Requirements:

The basic function of this position is to have complete charge, under supervision of the City Engineer, of the Environmental Section of the Infrastructure Services Division of the Department of Public Works. With the 2003 reorganization, this Section now consists of the Environmental Engineering and Underground Operations Units.

According to the job description provided by the department these responsibilities include:

- Supervising the operations and maintenance functions of the Section including preparation of resolutions and reports, Aldermanic Service Requests, research work, reviews of permit requests, maintenance of sewer records, employee safety issues, union contract negotiations and affirmative action issues.
- Managing the design and preparation of construction plans for the additions and revisions to the sewerage system and construction of the underground conduit system.
- Managing the sewer repair, cleaning, inspection and service request functions of the Section and coordinating equipment priorities between the three districts.
- Preparing and supervising the annual O & M and Capital budgets for the Section.
- Developing long-range plans for pollution abatement, replacement of inadequate sewers and extension of sewers to developing areas.
- Performing other related duties as assigned by the City Engineer.

Qualifications include a Bachelor's Degree in Civil Engineering, Registration as Professional Engineer, and ten years of municipal engineering work with at least three years in charge of design, construction or maintenance of sewerage and underground facilities with the City of Milwaukee.

Analysis:

As indicated previously, the request to study this position was prompted by a reorganization within the Infrastructure Services Division. The most significant impacts of this reorganization were on the Field Operations and Environmental Sections. The Underground Operations Unit that was formerly in the Field Operations Section was moved to the Environmental Section, which is supervised by the incumbent. The Construction Section was placed in the Field Operations Section, resulting in the Infrastructure Services Division being reduced from five sections to four (Administration, Environmental, Transportation and Field Operations).

Prior to this reorganization, the major responsibility of the Environmental Section was the **engineering** work required for the programming, funding, design and installation of sanitary, storm and combined sewer facilities. With the addition of the Underground Operations Unit in 2003, the Environmental Section is now also responsible for the **inspection, maintenance and repair** of the City's sewer system as well as the construction and maintenance of the underground communication conduit system.

October 7, 2003

Not including auxiliary positions, this has resulted in the Section going from 47 full time equivalent (FTE) positions to 143 FTE positions, an increase of over 200 percent. The majority of the additional positions are in the laborer/crew leader classifications that generally have significantly more personnel issues related to grievances, sick leave, and disciplinary actions as compared to management and engineering classifications. The reorganization also resulted in a 32 percent increase in the Section's combined O & M and Capital Improvements budget, which went from approximately \$37.3 million to \$49.7 million.

In addition, as part of the reorganization, one of the three District Manager positions in the Underground Operations unit was eliminated, which has directly impacted the incumbent's position. The Sewer Services Manager position that previously supervised all three districts was reduced one salary grade and is now responsible for one of the three districts as well as coordinating equipment and staffing needs across all three districts. This has essentially removed one layer of management and has resulted in the incumbent handling responsibilities previously performed by the Sewer Services Manager. These include directly overseeing the three districts, coordinating and responding to Aldermanic Service Requests and other issues/problems, dealing with personnel issues and handling claims before the Judiciary and Legislative Committee of the Common Council. Being responsible for sewer maintenance has significantly increased the issues with which the incumbent must address such as flooding and sewer backups.

The department feels that the additional responsibilities added to the incumbent's position places it on par with the Transportation and Field Operations section heads that are at Salary Grade 016. Therefore, as part of the analysis, data was gathered and comparisons made between all four sections of the Infrastructure Services Division as presented in the narrative and tables below.

Administration Section

This section provides administrative and technical support to the City Engineer and is responsible for the Division's business and accounting operations, project management, budget coordination, personnel administration, clerical functions, computer network and information system issues.

Transportation Section

The Transportation Section includes Project Programming (administration of the City's capital paving budget, preparing estimates for paving projects, public hearings on projects, preparing resolutions to authorize construction), Major Projects (coordination of federal and/or state major street program projects), Structural Engineering (engineering for the construction, rehabilitation and inspection of bridges and other structures), Traffic and Lighting Design (design of public way lighting, traffic control signals, signing and pavement markings), Planning and Development (transportation planning and liaison with other agencies such as the Southeastern Wisconsin Regional Planning Commission and Wisconsin Department of Transportation), and Central Drafting and Records (maintaining the one-quarter section maps of the area, operation of Digger's Hotline service, preparing legal descriptions, certified survey maps, performing traffic counts and surveys, etc.).

Field Operations Section

The Field Operation Section is responsible for the operation, maintenance and repair of many of the City's infrastructure facilities. It consists of Street Maintenance (maintenance of the City's streets, alleys and sidewalks including operation of the Municipal Asphalt Plant), Bridge Operations/Maintenance (operation and maintenance of the City's movable and fixed bridges and viaducts), Electrical Services (construction and maintenance of all public way lighting, traffic control signals, signing and pavement markings including operation of the City's Traffic Sign Shop), and Construction (administers and provides inspection for contracts involving the construction of streets, sidewalks, alleys, storm and sanitary sewer, water main and house services; and two district engineering units that design the street and alley pavements and have field crews that measure final contract quantities for payment purposes).

Environmental Section

The Environmental Section consists of Advanced Planning (planning, programming and allocation of funds for the six year sewer maintenance capital program), Sewer Design (design, plan preparation and analysis of sanitary, storm and combined sewer facilities), Drafting and Building Services (manage related records and data bases and provide information, perform computerized drafting of the construction projects), Storm Water Management (oversee all development in the City to ensure compliance with DNR and MMSD regulations pertaining to the protection of waterways and the environment), Underground Operations (inspection, maintenance and repair of the City's sewer system), and Underground Conduit (construction and maintenance of the underground communication conduit system).

SIZE OF STAFF

Section	SG of Sec. Head	Authorized Positions			FTE Positions
		Reg	Aux	Total	
Administration	014	17	1	18	15
Transportation	016	93	12	105	83
Field Oper.	016	507	142	649	477
Environmental	014	153	56	209	143

COMPOSITION OF STAFF
 (management v. non-management)

Section	SG of Sec. Head	Management Positions		Non-Mgmt. Positions		Total	
		Reg	Aux	Reg	Aux	Reg	Aux
Administration	014	6	1	11		17	1
Transportation	016	8		85	12	93	12
Field Oper.	016	33	5	474	137	507	142
Environmental	014	8		145	56	153	56

COMPOSITION OF STAFF
 (engineers v. non-engineers)

Section	SG of Sec. Head	Engineering Positions		Non-Eng. Positions		Total	
		Reg	Aux	Reg	Aux	Reg	Aux
Administration	014	2	1	15		17	1
Transportation	016	45	5	48	7	93	12
Field Oper.	016	32	1	475	141	507	142
Environmental	014	23		130	56	153	56

SIZE OF BUDGET

Section	SG of Sec. Head	2003 O & M Budget	2003 Capital Budget (does not include Grant and Aid Funds)	Total 2003 Budget
Administration	014	\$ 974,174	-	\$ 974,174
Transportation	016	\$ 2,196,949	\$30,809,185	\$33,006,134
Field Oper.	016	\$20,577,260	\$ 1,265,000	\$21,842,260
Environmental	014	\$26,548,059	\$23,159,000	\$49,707,059

The Transportation Section is most heavily oriented toward the engineering and design function with a staff made up primarily of engineers and technicians. In contrast, the Field Operation Section is most heavily geared toward operations and maintenance though some engineering design and construction was recently added with the acquisition of the Construction unit. The Environmental Section has significant elements of both engineering/design and maintenance responsibilities. In terms of scope of responsibility, the City's Visual Organizational Inventory shows that the Field Operations Section has the greatest number of identifiable functional areas whereas the Transportation and Environmental Sections are about equal.

The above tables show that the Environmental Section ranks second in the total number of authorized and FTE positions and first in size of total budget. It is very similar to the Transportation and Field Operations Sections in the proportion of management v. non-management positions, and is similar to the Field Operations Section in the high percentage of non-engineering staff. In terms of the 2003 budget, the Environmental Section has the highest O & M Budget of the four sections, second highest Capital budget and highest total budget. Overall, the staffing and budget levels of the Environmental Section are generally comparable to the Transportation and Field Operations Sections and are significantly greater than the Administration Section that is headed by a Salary Grade 014 position.

October 7, 2003

This position's present profile on the management pay plan job evaluation factors is as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability (IA)	15	318
Knowledge & Skills (KS)	13	251
Relationships Responsibility (RR)	11	97
Working Conditions (WC)	1	5

Total Points: 671

Salary Grade: 014 = 615 - 707 points

The chart below contains the profile of the other section head positions within the Infrastructure Services Division to which the Engineer in Charge position was compared.

Title	SG	IA	KS	RR	WC
Administration and Projects Manager	014	15	13	11	1
Transportation Design Manager	016	17	14	13	1
Infrastructure Operations Manager	016	17	14	13	1
Engineer in Charge	014	15	13	11	1

Analysis According to Job Evaluation Factors:

Impact and Accountability

Overall, it appears that the changes described above have increased the impact and accountability of the incumbent's position. Previously, the main focus of the incumbent's position was responsibility for engineering, design and analysis functions. While this responsibility has been retained, the maintenance of the City's sewer system and underground communication conduit system has been added. Proper functioning of the system is critical in order to eliminate problems such as basement backups and street flooding that have direct health and safety impacts.

There can also be economic impacts when businesses have to close due to either backups or flooding. Financial impacts also occur when claims are filed against the City due to sewer failures. The incumbent now works closely with the City Attorney's office to respond to these claims and help minimize the loss to the City.

While managers in the Environmental Section rotate responsibility for being on-call to deal with sewer emergencies, the incumbent is on-call at all times as it is important to be informed of all emergencies and be involved when needed in resolving these emergencies.

The extent to which the sewer system works properly and that problems are avoided is determined to a significant degree on decisions made by the incumbent such as the purchase of the right equipment, maintaining the proper inventory, the correct allocation of funds, resources and staff, and development of cost effective cleaning and inspection schedules.

October 7, 2003

It should also be pointed out that the incumbent, as head of the Environmental Section, is now in charge of constructing and maintaining the underground communication conduit system. This also has a high degree of accountability as these conduits carry the fiber optics needed for Police and Fire communications, the City's communications cables, and the City's Internet connection. Failure of these systems due to improper maintenance would result in a significant consequence of error.

Based on the above, it is recommended that the position's rating on Impact and Accountability be increased from level 15 to 17. This rating is consistent with the incumbent's level of responsibility, the degree of independent judgment and decision-making involved and consequence of error.

Knowledge and Skills

Now that the incumbent is responsible for the maintenance of the sewer system, additional knowledge and skill is required in several areas. It was mentioned previously that the incumbent now has to deal with a significantly greater number of grievances, sick leave issues and disciplinary actions. Responding to and reducing these issues requires a different set of interpersonal or "people" skills to effectively interact with the large contingent of laborer, field and maintenance employees the incumbent now supervises as opposed to strictly engineers and office staff previously. In addition, new knowledge and skill is required in the area of labor relations. The incumbent now assists with contract negotiations with District Council 48 locals and is more involved in grievances and other union issues. Particularly with the field staff, the incumbent has had to become much more knowledgeable of safety issues such as confined space entry so as to comply with OSHA requirements and otherwise protect the safety of the employees. On the technical side, knowledge of plumbing codes is now required as part of the sewer maintenance responsibility as is knowledge of various types of equipment and their specifications that was not required before (e.g., cranes, trucks with vacuums, backhoes, etc.).

Based on the above, it is recommended that the rating on Knowledge and Skill be increased one level, from 13 to 14.

Relationships Responsibility

The duties added to this position have led to expanded relationships responsibilities. For example, interactions with the unions has greatly increased in terms of contract negotiations, grievances, and issues unique to particular locals that the incumbent has not dealt with before. There is now much more interaction with the City Attorney's office regarding the resolution of claims filed against the City. There are numerous citizen complaints regarding sewer maintenance issues and therefore much greater contact with aldermen in resolving these complaints. The incumbent also has increased interactions with the Budget Office as a result of the sewer maintenance responsibilities. There are new and significantly expanded interactions with other areas of DPW such as the Water Works, Forestry, Field Operations, Buildings and Fleet and Sanitation. These interactions typically center on coordination of crews and equipment and providing or receiving assistance in various areas such as purchasing equipment. Finally, there are business relationships with outside firms such as Waste Management to collect and dispose of debris.

October 7, 2003

These interactions involve subjects that can be complex and sensitive and that can require considerable tact, diplomacy and persuasiveness. This is especially true of the personnel and labor relations issues. It is therefore recommended that the rating on Relationships Responsibility be increased from 11 to 13.

Working Conditions

It is recommended that the current rating on Working Conditions, level one, remain the same.

Summary and Recommendation:

The above changes have resulted in a revised recommended profile for this position as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability (IA)	17	421
Knowledge & Skills (KS)	14	296
Relationships Responsibility (RR)	13	140
Working Conditions (WC)	1	5

Total Points: 862

Salary Grade: 016 = 814 - 935 points

The recommended ratings on the job evaluation factors discussed above would place this position in S.G. 016. An increase to S.G. 016 is deemed appropriate given the level of authority, breadth of responsibility, positions supervised and decision making required. It is also appropriate given the comparability to the Transportation Design Manager and the Infrastructure Operations Manager positions in terms of the job evaluation factors discussed above as well as scope of responsibility, the number and composition of positions supervised and size of budget administered.

It is therefore recommended that this position be placed in Salary Grade 016 based on the changes in duties and level of responsibility as summarized in this report. We also recommend that a new title of Environmental Manager be created as it is more descriptive of this position than the current title of Engineer in Charge.

Prepared by: Timothy J. Keeley
Timothy J. Keeley, Human Resources Representative

Reviewed by: Florence Dukes
Florence Dukes, Employee Relations Director