



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

February 20, 2015

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

Dear Committee Members: Re: Common Council File Number **141650**

The following classification and pay recommendations were approved by the City Service Commission on **February 10, 2015**.

In the Comptroller's Office, one new position was recommended for classification to Accountant Lead, Pay Range 2HX and one position of Auditor, Pay Range 2GX was recommended for reclassification to Auditor Lead, Pay Range 2HX.

In the Department of Public Works – Administrative Services, one position of Office Assistant IV, Pay Range 6HN was recommended for reclassification to Program Assistant II, Pay Range 5FN.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 2 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, James Carroll, Dennis Yaccarino, John Ledvina, Deborah Ford, Nicole Fleck, Martin Matson, Glenn Steinbrecher, Estela Prust, Ghassan Korban, Preston Cole, Dan Thomas, Arvis Williams, Dawn Crowbridge, Barbara Tribble, Boyd McCamish, Kenneth Wischer, Daniel Panowitz, Calvin Lee and Penni Secore (DC 48)



JOB EVALUATION REPORT

City Service Commission Meeting Date: February 10, 2015

Comptroller's Office

Current	Request	Recommendation
New Position	Accounting Supervisor PR 2HX (\$54,865 - \$76,806)	Accountant Lead PR 2HX (\$54,865 - \$76,806)
Auditor PR 2GX (\$51,469 - \$72,063)	Auditor Lead PR 2HX (\$54,865 - \$76,806)	Auditor Lead PR 2HX (\$54,865 - \$76,806)

Action Required – Effective Pay Period 1, 2015 (December 21, 2014)

In the Salary Ordinance, under Pay Range 2HX, add the title "Accountant Lead".

In the Positions Ordinance, under Comptroller, Revenue and Cost Division, delete one position of "Accounting Supervisor" and add one position of "Accountant Lead".

Background

The Comptroller's Office has requested reclassifications for several positions as a result of the organizational review and compensation analysis conducted by McConnell Jones Lanier and Murphy LLP from September of 2013 through February of 2014. This report is regarding two positions in the Revenue and Cost Division. One is a new position in the 2015 budget and the other position is currently an Auditor in Pay Range 2GX. New job descriptions were provided and discussions were held with Martin Matson, Comptroller.

Requested: Accounting Supervisor PR 2HX
Recommended: Accountant Lead PR 2HX

This new position will ensure that the City of Milwaukee is complying with the Accounting and Financial Reporting Provisions of the various City grant awards in order to remain eligible for grant funding; work closely with City Departments and subrecipient agencies under grant contracts to ascertain that accounting and financial reporting procedures are being followed in accordance with Grantor guidelines and City requirements; and, under the direction of the Grant-In-Aid Fiscal Coordinator, serve as the lead accountant and assist in the oversight of Division accounting and support staff. Duties and responsibilities include the following:

- 20% Leadworker - Serve as the lead accountant for processing, monitoring, analyzing, and reporting grant financial transactions; train, provide guidance, and assist in oversight of Division accounting and support staff to address policy issues and grantor requirements; and assist in developing and updating grant accounting and reporting procedures.
- 30% Accounting - Ensure that accounting policies and procedures are enforced and provide oversight for assigned grant projects in accordance with Grantor guidelines and City requirements; establish funding sources, projects, and budget lines to ensure segregation of grant expenditures; monitor, analyze, and reconcile grant transactions to ensure timeliness, accuracy, consistency, and completeness in financial data from inception through closeout; maintain continuous communications with participating

departments and subgrantees to ensure compliance with applicable laws and regulations.

- 20% Reporting - Perform year-end closing activities including analysis, reconciliation, accruals, and preparation of financial statements and supporting schedules for inclusion in the City of Milwaukee's Comprehensive Annual Financial Report (CAFR) and the Single Audit Report; prepare and review periodic grant reports and assemble related supporting documentation for submission to funding agencies to ensure accuracy and consistency with grant reimbursement agreements; develop queries for the City's Financial Management Information System (FMIS) to facilitate timely drawdown of grant funds and reporting; and process audit confirmations related to grant reimbursements.
- 15% Fiscal Site Reviews – Perform assigned fiscal site reviews of the community-based organizations that receive Community Development Block Grant (CDBG) and other federal and state agency grant funds that are passed through the City and make recommendations for improvement.
- 10% Reviews – Audit Common Council resolutions, grant contracts, and cooperation agreements prior to Comptroller's countersignature; review subrecipient's and City Departments' project budgets and amendments to ensure clarity, accuracy, consistency, completeness, and compliance with City procedures and applicable federal guidelines; monitor, analyze, and reconcile expenditure of grant funds by subrecipients and participating City departments through the review and auditing of cost reports and payment vouchers; and perform various other desk reviews, as necessary, to ensure compliance with grant guidelines and applicable laws and regulations.
- 5% Other Duties – Lend support to City departments on issues pertaining to the City's grant accounting system; and assist in special projects as needed.

Requirements include a Bachelor's Degree in Accounting; and three years of professional experience. A Certified Public Accountant (CPA) designation is desirable. Equivalent combinations of education and experience may also be considered. Other requirements include an ability to work and interact effectively with others. Please note that these requirements have not been assessed by the Staffing Division.

Requested:	Auditor Lead	PR 2HX
Recommended:	Auditor Lead	PR 2HX

This position monitors financial activities through desk and on-site fiscal reviews of subrecipients under grant contract with the City to ensure the adequacy of internal controls and to determine whether financial transaction of the organizations comply with Generally Accepted Accounting Principles (GAAP) and applicable laws and regulations; work closely with City Departments and subrecipients to ensure compliance with grantor requirements and the City's procedures; and, under the direction of the Grant-In-Aid Fiscal Coordinator, serve as the lead auditor and assist in the oversight of the Division accounting and support staff. Duties and responsibilities include the following:

- 20% Leadworker – Serve as the lead auditor for all desk and on-site fiscal reviews; train, provide guidance, and assist in oversight of Division accounting and support staff to address policy issues and grantor requirements; and assist in developing and updating audit programs and procedures.

- 20% Fiscal Site Reviews – Perform assigned fiscal site reviews of the community-based organizations that receive CDBG and other federal and state agency grant funds that are passed through the City and make recommendations for improvement.
- 30% Independent Audit Reviews – Ensure that the City's subgrantees who expend \$500,000 in annual grant funds submit the OMB Circular A-133 (Office of Management and Budget guide for Audits of State, Local Governments and Non-Profit Organizations) mandated single audit report to the City for review; review independent audit reports to determine if the books and records of sub-recipient agencies meet the requirements of OMB Circular A-133, GAAP, and other federal, state and City requirements; and follow-up on audit findings involving City grants.
- 15% Cost Allocation Plans – Provide guidance to sub-recipient agencies receiving more than one federal grant, in the preparation of cost allocation plans that demonstrate correct allocation of indirect costs to the grants, in compliance with OMB Circular A-122 (Office of Management and Budget guide to "Cost Principles for Non-Profit Organizations"); and review and approve annual cost allocation plans submitted by sub-recipient agencies.
- 10% Preliminary Reviews – Perform preliminary reviews of organizations initially receiving funds from the City to determine if their record-keeping systems and administrative policies are adequate to meet grant requirements; and inform operating departments of any deficiencies so that the agencies can make improvements prior to the execution of a contract.
- 5% Other Duties – Provide guidance to sub-recipients as needed; and assist in special projects as needed.

Requirements include a Bachelor's Degree in Accounting or related area; and three years of professional experience. A Certified Public Accountant (CPA) designation is desirable. Equivalent combinations of education and experience may also be considered. Other requirements include knowledge of OMB Circulars and GAAP; and an ability to work and interact effectively with others. Please note that these requirements have not yet been assessed by the Staffing Division.

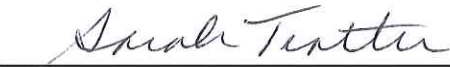
Analysis and Recommendation

The Comptroller's Office has requested that these two positions be studied for reclassification in response to recommendations in the final report of the organizational review and compensation analysis conducted by McConnell Jones Lanier and Murphy LLP. Specifically, Finding 4.1 states "The RCD (Revenue and Cost Division) organization is not formally structured for optimal efficiency and effectiveness." The report recommends: "Restructure RCD operations so that the Revenue and Cost Manager's span of control is smaller than the 14 direct reports, and structure the organization into teams instead of the current flat organization where each person has multiple responsibilities for multiple grants."

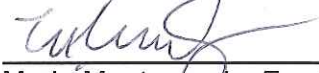
The Comptroller's Office is responding by creating two "lead" positions in the Revenue and Cost Division to assist with oversight of staff and focus on the specific areas of auditing or accounting. The requested level of Pay Range 2HX is appropriate and recognizes the leadworker responsibilities. Other classifications in this pay range that have leadworker duties and responsibilities include Legislative Fiscal Analyst – Lead, and Principal Planner.

We agree with the requested classification of "Auditor Lead" for one current position of "Auditor" and recommend the new position have the title of "Accountant Lead" rather than "Accounting Supervisor". "Accountant Lead" is more consistent with the parallel position of "Auditor Lead" and also recognizes that the position will be performing leadworker duties rather than full supervisory duties.

We therefore recommend the new position be classified as "Accountant Lead" in Pay Range 2HX and one current position of "Auditor" in Pay Range 2GX be reclassified to "Auditor Lead" in Pay Range 2HX.

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: February 10, 2015

Department of Public Works – Administrative Services

Current	Request	Recommendation
Office Assistant IV PR 6HN (\$37,830 - \$41,863)	Program Assistant II PR 5FN (\$42,539 - \$48,248)	Program Assistant II PR 5FN (\$42,539 - \$48,248)

Action Required

In the Positions Ordinance, under Department of Public Works – Administrative Services Division, Contract Administration, delete one position of Office Assistant IV and add one position of Program Assistant II.

Background

In November of 2013, the Department of Public Works requested that a position of Office Assistant IV in its contracts area be studied for appropriate job title and compensation. This position works under the supervision of the Contract Compliance Officer, performing many duties related to the award of contracts and their administration, data reporting and analysis, and the administration of an electronic bid system. In studying this request, the following documents were reviewed:

- A December, 2013 job description for the position written by the Department
- A 2012 job description for the position outlining the position’s duties and responsibilities received from the employee performing the job
- A detailed list tasks performed for each step of the contracting process created by the employee performing the job
- A number of work products created by the employee performing the job

In addition, the employee was interviewed at her worksite and follow-up discussions were held with her immediate supervisor, the Contract Compliance Officer.

The Department of Public works issues contracts, through a competitive bidding process, for infrastructure projects and several major public service functions including solid waste recycling, the operations of public parking structures, vehicle towing, and parking meter revenue collection. In conjunction with these contracts, the Department participates in a number of special programs. One program expands employment opportunities for City residents, another assists small and emerging businesses, and a third program promotes local businesses.

- The Residents Preference Program employment opportunities for City residents who obtain certifications to perform specific jobs and also meet specific unemployment or underemployment criteria. The City requires that at least 40% of all hours worked on individual City contracts be allocated to unemployed residents of a target area.
- The Small Business Enterprise (SBE) Program assists small businesses, typically those owned by one or two individuals, who are at an educational, social, economic or other

disadvantage through the City's requirement to use those businesses for 25% of all dollars spent on construction projects in the City.

- Lastly, the Department supports local business through its Local Business Enterprise Program in which local contractors may be awarded a contract if their submitted bid does not exceed the lowest bid by more than 5% or \$25,000, whichever is lower. These programs are mentioned and explained because they add complexity to advertising, awarding, and administering contracts.

The purpose of the Office Assistant IV position under study, as it currently exists, is to enhance the operation of the contracts administration section through various means, provide data and reports regarding contracts, and perform day-to-day work regarding the advertisement, award, and administration of contracts. Following is a description of the job as reflected in a 2012 job description.

2012 Job Description

- 25% Bid Openings
Scheduling individuals to review bids and facilities. Checking bid materials for accuracy. Ensuring that bid items received have been entered into the database correctly. Attending all bid openings. After bid openings, notifying bidders, Daily Reporter, and updating other sources of information.
- 20% Bid Notices
Preparing and distributing Official Notices for bids as required. Circulating bid schedule to Department personnel for signature and following up as needed.
- 15% Award of Contracts
Typing contracts, assigning contract number, making copies and cards. Notifying contractors that contracts are ready for pick-up. Following up to ensure that contractors return contracts with proper signatures, bonding, and insurance coverage. Obtain required signatures from Commission of Public Works and Comptroller. Notifying the responsible City department and contractor that work can begin.
- 20% Contract Compliance
Processing accounting documents, recording payments in ledger. Recording EBE documents, producing monthly EBE report. Checking insurance certificates. Completing information for bonding companies. Following multi-year contracts to ensure proper signatures and bonding.
- 15% In-Person Customer Service
Assisting contractors and the public. Selling bid packages. Accepting payments. Provide information to contractors, EBE office, all DPW divisions, and other city departments. Prepare end-of-year reports.
- 5% Assisting the Contract Compliance office and Coordination Manager

A current description of the job, as reflected in the job analysis performed for this report, is reflected in the table below.

Current (2014) Job Description

60% Day-to-day Work Through Contracting Cycle

- Reviewing advertisements to ensure accuracy, distributing advertisements as required; scheduling bid openings, collating bid packages and contract documents; attending bid openings, recording all unit prices for manual bids; publishing award results on DPW's website, notifying parties, ensuring compliance with small business requirements; compiling pertinent contract documents, typing and distributing contracts; issuing award letters to contractors and Daily Reporter; obtaining signatures from Commissioner and City Comptroller; reviewing contracts for completeness; distributing copies of finalized contract to relevant parties.
- Scheduling meetings for new bidders and open houses for contractors.
- Administering contract extensions for blanket contracts which require new signatures and documents each time an extension is granted.
- Reporting small business activity to the City's small business development office and state's Division of Workforce development.
- Tracking and monitoring contractors' work through data submitted for number of work days, payments to contractors, evidence of insurance, and other information. Reviewing apprentice utilization forms from contractors for accuracy. Notifying Contract Compliance Officer of any employees or apprentices who are not certified.
- Providing information and assistance regarding projects to contractors in person and over the telephone. Taking payments for project drawings and plans.

20% Automated Bid Processing System

Evaluates program needs, data systems, work processes, and reporting requirements and recommends improvements. When approved, implements enhancements. This requires trouble shooting, maintaining security, training and assisting 54 users, serving as the primary contact with the vendor of the system and maintaining consistent information between Bid Express, DPW's website, and departmental applications.

20% Reports

Analyses and reports trends in contracts, providing information, reports and updates on demand. Makes recommendations regarding any corrective actions that need to be taken.

According to this job analysis, some of the more noteworthy knowledge, skills, abilities and competencies required to perform the job, as opposed to the minimum requirements to enter the job are as follows:

- The ability to organize and prioritize work to meet multiple overlapping deadlines regarding the award and ongoing administration of contracts
- Strong computer skills particularly in data assembly, formatting, entry, and retrieval; the use of specialized systems and applications; problem solving skills with or without assistance from individuals outside of the department; and the use of standard office hardware and software.

- The ability to identify problems and opportunities for improvements from a systems perspective and recommend solutions
- Knowledge of City and state ordinances and statutes related to the award, and administration of contracts
- The ability to produce information and reports on demand regarding the details of contracts and their subcontractors including information related to the cost of time, labor, and materials, number of employees, place of residence, type of job performed, rates of pay and other characteristics.
- The ability to pay close attention to detail
- The ability to establish and maintain effective working relationships with vendors, DPW managers, other employees, business representatives, bidders, and members of the public.

It should be noted that this list of knowledge and abilities has not been validated for purposes of staffing.

As may be seen in the above 2012 and 2014 job descriptions, several new areas of responsibility and corresponding duties have been added to the position, specifically data analysis and reporting, process improvement projects, and use of technology such as the electronic bid processing system. These new duties and responsibilities constitute approximately 40% of the position's time. The job analysis indicates that the nature of work performed has evolved from a high-level office assistant to work requiring higher level technical knowledge and analytical skills.

Since the position under study is performing a broad range of administrative duties and responsibilities, we agree that the position should be placed in the Program Assistant series. To determine which level was most appropriate we examined the standard established for Program Assistant I and II, as indicated below.

Program Assistant I

Performs duties and responsibilities to support the work of professionals and/or managers in a specific area of operations or program within a City department. Requires a good working knowledge of policies and procedures associated with a particular program or area of operations and significant on-the-job work experience in the area. Carries out duties and responsibilities very independently and consults with managers and professionals regarding unusual situations requiring the interpretation of policies.

Program Assistant II

Positions in this classification require the equivalent knowledge and skill normally obtained with a bachelor's degree. Some positions function as group leaders for other employees. A hallmark of the Program Assistant II is the analysis of information, in contrast to gathering or compiling information. In analyzing information, the employee is required to draw conclusions and make recommendations from the information presented. This information may be in the form of accounting information, budget records and reports, financial information, contracts, or qualitative information. Program Assistants II are expected to independently initiate new work projects and improve processes on a continuous basis.

Program Assistant III

Positions in this job classification have responsibility for a significant program or function and perform as leadworkers or have sole responsibility for a large, highly visible or impactful program.

The Program Assistant series has developed into a significant job classification and now encompasses 68 filled positions. The breakdown of positions associated with each level of the series is as follows: 22 Program Assistants I; 41 Program Assistants II; 5 Program Assistants III.

Although there is some overlap of duties and responsibilities between levels, particularly between the I and II level, in most cases positions conform to the previously articulated standard. Furthermore, although some analysis of data, issues, and problems is performed at both the I and II level, there is a stronger focus on analysis at the Program Assistant II level and a requirement for a higher level of knowledge and skill.

Considering the importance of the position's new duties and responsibilities and the associated level of knowledge and skill required, it appears that the he position under study more closely matches that of the Program Assistant II. Following are descriptions of two Program Assistant II positions as a basis of comparison.

Program Assistant II (DPW – Water Works)


Assists in the research, development, implementation, and analysis for the Water Works Computerized Maintenance System (CMMS) for equipment at the Water Works plants. Duties include recommending preventive maintenance strategies on identified equipment; utilizing CMMS software to set-up, track, and modify equipment entries, tasks, schedules for vendors, and inventory requirements; investigating and analyzing records of work performed on specific pieces of equipment; conducting physical inspections and visits throughout the plant facilities; and analyzing historical data on costs of labor and parts for preventive and breakdown maintenance.


Program Assistant II (City Treasurer's Office)


Performs various administrative service support functions relating to procurement and contract administration, budget administration, general office administration, financial services, the Automated Tax Collection System, the Special Improvement Bond System, and backup duties for the other Program Assistant II in the Administration Division. Specific duties and responsibilities include analyzing procurement and service contract data and preparing related reports; analyzing bids/proposals and preparing recommendations; and analyzing and preparing reports on expenditure data.

Recommendation

Based on the above analysis we therefore recommend that the position under study be reclassified from Office Assistant IV, Pay Range 6 HN to Program Assistant II, Pay Range 5 FN.

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director