



Department of Employee Relations

January 25, 2001

John O. Norquist
Mayor

Jeffrey Hansen
Director

Florence Dukes
Deputy Director

Frank Forbes
Labor Negotiator

Michael Brady
Employee Benefits Manager


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

Dear Committee Members:

Re: Common Council File Number 001348

Various classification and pay levels were approved by the City Service Commission on January 9, 2001, for four new positions in the Mayor's Office and Department of Administration-Information Technology and Management Division. These positions were created in conjunction with the COMPASS Project Grant in File Number 001297 and contingent upon approval of that file. (The attached report and the COMPASS grant file were held over from the Finance Committee meeting of January 10, 2001).

Sincerely,



Jeffrey S. Hansen
Employee Relations Director

JSH:pb

Attachment: Job Evaluation Report

c: Frank Forbes, Laura Engan, Michael Soika, Randolph Gschwind, and John English

JOB EVALUATION REPORT

City Service Commission Meeting Date: January 9, 2001

This report recommends appropriate classification and compensation levels for new positions created in the 2001 City of Milwaukee budget. This report contains recommendations for 4 new positions in the Mayor's Office and Department of Administration—Information Technology & Management Division.

In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives from affected departments. The following chart summarizes the recommended changes.

Present	Request	Recommendation
Incumbent: new position Department: Mayor's Office	Title: COMPASS Project Policy Director Salary Grade: 011 (\$57,208 – 80,088 annually)	Title: COMPASS Project Policy Director Salary Grade: 011 Effective pay period 1, 2001
Incumbent: new position Department: DOA-Information Technology & Management Division	Title: Systems Analyst-Project Leader Salary Grade: 011 (\$47,208 – 80,088 annually)	Title: Systems Analyst-Project Leader Salary Grade: 011 Effective pay period 1, 2001
Incumbent: new position Department: DOA-Information Technology & Management Division	Title: Systems Analyst-Senior Salary Grade: 008 (\$47,221 – 66,106 annually)	Title: Systems Analyst-Senior Salary Grade: 008 Effective pay period 1, 2001
Incumbent: new position Department: DOA- Information Technology & Management Division	Title: Programmer Analyst Pay Range: 598 (\$43,904 – 53,327 annually)	Title: Programmer Analyst Pay Range: 598 Effective pay period 1, 2001

Actions Required

Contingent upon approval of the "COMPASS" Grant in File Number 001297:

In the Salary Ordinance, under Salary Grade 011, add the title "COMPASS Project Policy Director."

In the Positions Ordinance, under Mayor, delete one position of Systems Analyst-Project Leader (M) and add one position of COMPASS Project Policy Director (M)

Mayors Office

Present	Request	Recommendation
New	COMPASS Project Policy Director Salary Grade 011	COMPASS Project Policy Director Salary Grade 011

Duties and Responsibilities

The basic function of this position is to be responsible for the overall conduct of the COMPASS project and for managing the institutional and policy coordination components of the Project's development. This includes negotiating data-sharing agreements with participating organizations and for facilitating the capacity of community organizations to utilize COMPASS. Work closely with the COMPASS Project Technical Director (Systems Analyst-Project Leader) in DOA-ITMD. Duties, responsibilities, and minimum requirements include:

- 20% Build a strong, well-functioning COMPASS Project Stakeholders Group
 - Educate stakeholders regarding the purpose and benefits of COMPASS, as well as privacy and confidentiality issues.
 - Assist stakeholders in becoming ambassadors for COMPASS within their own institutions and in the broader community.
 - Support the Stakeholders Group's capacity to develop COMPASS policies and procedures that will build the database while recognizing organizations' varied needs.
- 20% Negotiate with each of the prospective data participants to develop an Information sharing protocol. Obtain legal review of each data-sharing agreement prior to signature by the Mayor and chief executive officer of the participating organization.
- 20% Conduct a multi-tiered education process addressing elected officials, government personnel, community organizations, and other potential users utilizing vehicles such as the City of Milwaukee Community Development Block Grant Administration (CDBG), the Nonprofit Center of Milwaukee, and the University of Wisconsin-Extension.
- 10% Chart the parameter of the Milwaukee COMPASS Project system
 - Survey organizations to identify key elements necessary for a well-functioning, user-friendly system.

- Collaborate with the PERF team working on the Milwaukee Police Department (MPD) Technology Initiative and the City of Milwaukee Corporate Database project to insure maximum coordination with these efforts.
 - Develop a working model of COMPASS to guide the project's implementation that is reviewed and approved by the Stakeholder Group.
- 10% Utilize the Technical Panel's expertise in all stages of the COMPASS Project construction through formal meetings and informal consultations.
- 10% Conduct informational meetings to gather information about the current capacity and willingness of organizations to utilize COMPASS Project data.
- 10% Develop a capacity-building plan that includes ongoing education, technical upgrades of equipment and software, and demonstration projects that link the COMPASS Project to action planning and service delivery in visible ways.

The position requires a Master's Degree in Public Policy, Public Administration, Economics, Urban & Regional Planning, Business Administration, or related field and three years experience related to the duties and responsibilities described above. Equivalent combinations of education and experience may be considered.

Analysis and Recommendation

This position was created in conjunction with the COMPASS Project funded through the United States Department of Justice. The overall goal of Project COMPASS is to deliver the right data and the right analytical tools to everyone who works hard to reduce crime and enhance the quality of life in Milwaukee's neighborhoods.

The COMPASS Project is a team effort that will draw upon the expertise and capacity of individuals in many diverse organizations. The bulk of the work, however, will be borne by four positions created through grant funds from the Department of Justice. These positions include a COMPASS Project Policy Director, Systems Analyst-Project Leader, Systems Analyst-Senior, and Programmer Analyst.

This COMPASS Project Policy Director will be responsible for the overall conduct of the COMPASS project. First year goals for the Project include building the COMPASS Project infrastructure, establishing the COMPASS Project as a cross-system community database, and building the community's capacity to effectively utilize the COMPASS Project. This position will work closely with the COMPASS Project Technical Director (Systems Analyst-Project Leader) in DOA-ITMD.

An assessment of this position according to the job evaluation factors is as follows:

	Level	Points
Impact & Accountability	12	209
Knowledge & Skill	10	154
Relationships Responsibility	10	80
Working Conditions	1	<u>5</u>
Total Points:		448

Salary Grade 011 points: 405-465

We therefore recommend classifying this position as COMPASS Project Policy Director in Salary Grade 011.

DOA-Information & Technology Management Division

Present	Request	Recommendation
New	System Analyst-Project Leader Salary Grade 011	System Analyst-Project Leader Salary Grade 011

Duties and Responsibilities

The basic function of this position is to conceptualize, design, and implement Geographic Information Systems (GIS) applications for the purpose of providing public officials with the geographic information needed to make decisions concerning policy, management and operations throughout City government. Duties, responsibilities, and minimum requirements include:

- 50% Analyze potential geographic information systems applications. Prepare scope and estimates for implementation and operations.
- 20% Design, schedule, document, test, and supervise the implementation of GIS applications.
- 10% Fully inform ITMD management about customer needs and opportunities, staff activities and development, and status of all activities for primary customer or functions in a timely way. Work with management to improve ITMD.
- 5% Provide training to department personnel who use GIS applications so that they are efficiently and accurately utilized.
- 5% Research new GIS technology for the purpose of enhancing the City's GIS capabilities or reducing GIS costs.
- 5% Provide support for existing GIS applications, including hardware, software, and data problem resolution.
- 5% Assist in the development of support procedures and their documentation.

The position requires a bachelor's degree in Information Management, Geography, Computer Science, Urban Planning, Engineering, Cartography, or a related field and three years of database management, systems design, or programming.

Analysis and Recommendation

This position was created in conjunction with the COMPASS Project funded through the United States Department of Justice. The overall goal of Project COMPASS is to deliver the right data and the right analytical tools to everyone who works hard to reduce crime and enhance the quality of life in Milwaukee's neighborhoods.

The COMPASS Project is a team effort that will draw upon the expertise and capacity of individuals in many diverse organizations. The bulk of the work, however, will be borne by four positions created through grant funds from the Department of Justice. These positions include a COMPASS Project Policy Director, Systems Analyst-Project Leader, Systems Analyst-Senior, and Programmer Analyst.

This System Analyst-Project Leader will be one of three new GIS positions comprising the Technical Team for Project COMPASS. This position will lead the Technical Team and function as the COMPASS Project Technical Director. This position will work closely with the COMPASS Project Policy Director in the Mayor's Office.

The Technical Team will work under the supervision of Nancy Olson, GIS Manager in DOA-ITMD. Team members will be responsible for the development of database linkage protocols, as well as site security redundancy prevention and quality assurance. During the first year of the Project, the Technical Team will manage the creation/acquisition of GIS layers. The Technical Team will also develop web tools to permit easy query and readily accessible interfacing with Map Milwaukee.

The duties and responsibilities of this position are comparable to those of the current Systems Analyst-Project Leader positions in ITMD. An assessment of this position according to the job evaluation factors is as follows:

	Level	Points
Impact & Accountability	11	182
Knowledge & Skill	11	181
Relationships Responsibility	8	55
Working Conditions	1	5
Total Points:		423

Salary Grade 011 points: 405-465

We therefore recommend classifying this position as Systems Analyst-Project Leader in Salary Grade 011.

DOA-Information & Technology Management Division

Present	Request	Recommendation
New	System Analyst-Senior Salary Grade 008	System Analyst-Senior Salary Grade 008

Duties and Responsibilities

The basic function of this position is to provide advanced-level systems analysis, serve as a consultant, and provide design and development services. Duties, responsibilities, and minimum requirements include:

- 30% Design, schedule, document, test, and supervise the implementation of GIS applications.

- 25% Analyze potential GIS applications. Prepare scope and estimates for implementation and operations.
- 10% Provide training to department personnel who use GIS applications so that they are efficiently and accurately utilized.
- 10% Research new GIS technology for the purpose of enhancing the City's GIS capabilities or reducing GIS costs.
- 10% Provide support for existing GIS applications, including hardware, software, and data problem resolution. Install new hardware and software.
- 10% Assist in the development of support procedures and their documentation.
- 5% Work closely with customers, follow-up on issues and concerns, and keep customers informed. Fully inform managers or Lead analysts about time, activities and status, and provide reports and presentations.

The position requires a bachelor's degree in Information Management, Geography, Computer Science, Urban Planning, Engineering, Cartography, or a related field and two years of database management, systems design, or programming.

Analysis and Recommendation

This position was created in conjunction with the COMPASS Project funded through the United States Department of Justice. This System Analyst-Senior will be one of three new GIS positions comprising the Technical Team for Project COMPASS.

The duties and responsibilities of this position are comparable to those of the current Systems Analyst-Senior positions in ITMD. An assessment of this position according to the job evaluation factors is as follows:

	Level	Points
Impact & Accountability	8	120
Knowledge & Skill	8	111
Relationships Responsibility	6	38
Working Conditions	1	5
Total Points:		274

Salary Grade 008 points: 266-305

We therefore recommend classifying this position as Systems Analyst-Senior in Salary Grade 008.

DOA-Information & Technology Management Division

Present	Request	Recommendation
New	Programmer Analyst Pay Range 598	Programmer Analyst Pay Range 598

Duties and Responsibilities

The basic function of this position is to perform ITMD project assignments as directed by the GIS manager, Systems Analyst-Project Leader, and Systems Analyst-Senior. Responsibilities include furnishing programming and systems analysis capabilities, maintenance of customer relationships, and ensuring that quality assurance, systems, programming and related standards are followed. Duties, responsibilities, and minimum requirements include:

- 65% Detailed design and programming. Design, write, and test programs.
- 20% Documentation. Create detailed graphical and non-graphical program and system documentation.
- 5% Communication. Work closely with customers, follow-up on issues and concerns, and keep customers informed. Fully inform managers or Lead Analysts about time, activities, and status, and provide reports and presentations.
- 5% Reports. Write reports describing program functions. Report on progress to date.
- 5% Other duties as assigned.

The position requires an Associate's Degree in Information Systems, Business Administration, or related field and three years of programming and/or systems analysis experience. Equivalent combinations of training and experience may be considered.

Analysis and Recommendation

This position was created in conjunction with the COMPASS Project funded through the United States Department of Justice. This Programmer Analyst will be one of three new GIS positions comprising the Technical Team for Project COMPASS.

The duties and responsibilities of this new position are consistent with those of the other Programmer Analyst positions in ITMD. We therefore recommend classifying this position as Programmer Analyst in Pay Range 598.

Prepared By: _____

Andrea Knickerbocker, Human Resources Manager

Reviewed By: _____

Jeffrey S. Hansen, Employee Relations Director



Department of Employee Relations

January 25, 2001

John O. Norquist
Mayor

Jeffrey Hansen
Director

Florence Dukes
Deputy Director

Frank Forbes
Labor Negotiator

Michael Brady
Employee Benefits Manager

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

Dear Committee Members: Re: Common Council File Number 001348

The following classification and pay recommendations were approved by the City Service Commission on January 23, 2001:

In the Department of City Development, one position of Administrative Assistant II, Pay Range 445, held by Angela Jackson, was reclassified to Credit Services Specialist, Salary Grade 001.

In the Library and Health Department, various classification and compensation levels were approved for three reclassified or retitled positions in the 2001 budget.

In the Library, DOA-Budget and Management Division, Comptroller and Common Council-City Clerk, various classification and compensation levels were approved for five new positions in the 2001 budget.

In the Election Commission, one new position was classified as Customer Service Representative II, Pay Range 435.

In the Department of Public Works - Administrative Services, five new positions were classified as Lead Parking Checker, Pay Range 495; and one new position was classified as Parking Enforcement Assistant Manager, Salary Grade 006.

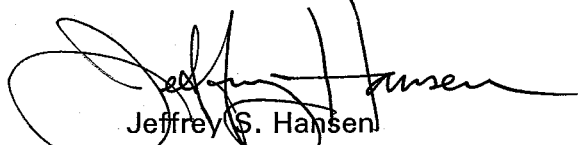
In the Department of Public Works - Water Works, four classifications of Water Plant Operator were consolidated into two new classifications of Senior Water Treatment Plant Operator, Pay Range 290 and Water Treatment Plant Operator, Pay Range 252.

To the Honorable
The Committee on Finance and Personnel . . . #2

January 25, 2001

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

Sincerely,



Jeffrey S. Hansen
Employee Relations Director

JSH:pb

Attachment: 6 Job Evaluation Reports
Fiscal Note

c: Frank Forbes, Laura Engan, Julie Penman, Kimberly Nistler, Seth Foldy, M.D., Maria Monteagudo, Kathleen Huston, Judith Zemke, W. Martin Morics, Ronald Leonhardt, Julietta Henry, Mariano Schifalacqua, Dorinda Floyd, Carrie Lewis, Dale Mejaki, Frank Bock, John English, John Garland, Robert Klaus and Marie Foote

JOB EVALUATION REPORT

City Service Commission Meeting Date: January 23, 2001

Incumbent: Angela Jackson Department: City Development

Present	Request
Title: Administrative Assistant II	Title: Administrative Services Specialist
Pay Range: 445 (\$29,259-\$32,378)	Salary: 001 (\$30,229-\$42,317)
Step: 5 (\$32,378)	Source: Department
Recommendation: Title : Credit Services Specialist Salary: Salary Grade 001 (\$30,229-\$42,317) New Rate: \$34,162	
Rationale: This position no longer performs the typical office support duties of an Administrative Assistant II. Rather, the incumbent now provides important administrative loan support to the Milwaukee Economic Development Corporation staff and operations. The level of duties and responsibilities is consistent with an entry-level management classification. It should be noted that should this recommendation be approved, it would not result in any fiscal impact to the City since the Milwaukee Economic Development Corporation reimburses the incumbent's salary and benefits to the City.	
History of Position: This position was classified as a Clerk Stenographer III before becoming a Clerk Stenographer IV, Pay Range 445, in the 1996 budget. The title was then changed to Administrative Assistant II as part of the Citywide study of office support classifications in 1996.	

Action Required:

In the Salary Ordinance, under Salary Grade 001, add the title "Credit Services Specialist."

In the Positions Ordinance, under Department of City Development, General Management and Policy Development Decision Unit, Economic Development Division delete one position of Administrative Assistant II and add one position of Credit Services Specialist.

January 23, 2001

Background:

On July 21, 2000, the Department of Employee Relations (DER) received the Job Analysis Questionnaire for the Administrative Assistant II position held by Angela Jackson in the Economic Development Division of the Department of City Development (DCD). Additional information was gathered from interviews with Kim Nistler, DCD Personnel Officer; the incumbent, Ms. Jackson; the incumbent's immediate supervisor, David Latona; and Patrick Walsh, MEDC Director.

The incumbent's position is located in the Milwaukee Economic Development Corporation, Industrial Development and Special Projects Section of the Economic Development Division in DCD. As stated on its web page: "MEDC is a non-profit corporation operated by the City of Milwaukee. MEDC partners with local lending institutions and the U.S. Small Business Administration to finance the growth of companies in the city of Milwaukee and the four counties in the metro area (Milwaukee, Washington, Ozaukee, and Waukesha)."

Duties and Responsibilities:

The basic function of this position is the management and maintenance of collateral that MEDC has secured for loans made to businesses. The position also performs a variety of information gathering and tracking functions to assist the loan officers in management of the loan portfolios. The specific duties and responsibilities of this position and the corresponding percentages of time allocated to each responsibility area are presented below:

- 60% Manage and maintain MEDC's loan collateral documentation. Responsibilities include the preparation of and verification of various documents to secure and/or maintain MEDC's collateral position. This includes UCC (Uniform Commercial Code) filings, mortgage documents, hazard and life insurance policies, and payment status.
- 15% Maintain MEDC's computerized loan portfolio system. This system tracks borrower information such as payment history, loan balance, collateral, insurance, financial statements, etc. The system must be up-to-date and accurate for internal and external reporting purposes.
- 10% Assist loan officers in the management of their portfolio. Coordinate and assist loan officers with servicing requests related to MEDC loans. This includes payment and balance confirmations, payoffs, collateral changes and research requests.
- 10% Manage paid off loan files for MEDC. Prepare and file collateral release documentation for paid off loans. These documents are generally returned to the borrower once released from the State, Clerk of Courts, Registrar of Deeds.

January 23, 2001

- 5% Coordinate other MEDC/DCD projects as needed. These projects may be requested by the MEDC Board, management, Committees, Mayor's Office, Commissioner's Office, Common Council, etc.

Changes in Duties and Responsibilities:

The duties and responsibilities of this position have changed significantly over the past couple of years. Prior to these changes, Ms. Jackson's position provided clerical and administrative support to the MEDC staff and served as the unit's receptionist. In this capacity her tasks included typing, transcription, answering the telephone, and taking minutes of meetings. During this time a consultant for MEDC was performing file continuations and some of the other loan related activities that are now part of Ms. Jackson's responsibilities.

Approximately 1½ - 2 years ago, the MEDC consultant, nearing retirement, transitioned out of this position over a period of time. As this was occurring, Ms. Jackson began assuming more and more of the loan servicing duties. In April of last year another receptionist/office support person was hired and Ms. Jackson's work location was physically moved from the reception area as she began performing loan-related duties on a full time basis.

As seen in the Duties and Responsibilities section, this position performs a variety of loan administration and tracking activities to ensure that the loan portfolios are current and contain the required information and that file continuations are performed on a timely basis so not to jeopardize the collateral on which the loans are based. The position also serves as the primary assistant to the loan officers, doing the "leg work" in terms of researching and compiling loan information for them to operate more efficiently in making decisions.

Standards for Reclassifying Represented and Non-management/Non-Represented Positions:

According to City Service Commission rules, reclassifications can only occur when it has been sufficiently shown that "major changes have occurred in level, duties and responsibilities of the job." Factors that the Commission will not consider with regard to reclassifications include the volume of work being performed, technological changes which "alter the way the work is done rather than the work itself," and individual characteristics of the person(s) holding the position.

In other words, the standard for reclassifying jobs to a higher level is not merely the fact that some changes have occurred. The significance of the change(s) and its impact on a position's level of responsibility, overall impact, and required knowledge and skill are what determine the basis for reclassification.

January 23, 2001

More specifically, in evaluating bargaining unit positions, as well as non-management/non-represented positions, the factor of knowledge and skill is considered to be most important, followed by responsibility exercised, expended effort, and working conditions. A significant change is one that has considerably increased a position's level of responsibility and required knowledge and skill.

In terms of knowledge and skill, the key question that must be answered is this: is more knowledge and skill now required of this position? If the answer is "yes," the next logical and equally important query that must follow is: is this part of a normal "learning curve" associated with a person filling the job or have the position's qualifications permanently changed? Reclassification to a higher level typically stems from permanent changes to a position's minimum qualifications.

There are other important questions which must be answered when examining the basis of a request for reclassification. Some of these questions include:

- Does the position now have a significantly broader scope of responsibility in terms of different kinds of things or areas? A good example of this entails combining two or more distinct responsibility areas into one position.
- Does the position now have a higher level of responsibility? For example, does the position have a specific and verifiable financial responsibility that it did not previously have? Does it have bona fide lead worker responsibilities that it did not previously have? Does it have responsibility for capital equipment that, at one time, was under the purview of a higher level position?

These and related changes to knowledge and skill, as well as level and scope of responsibility, are what lead to a recommendation for a reclassification to a higher level. These and related changes, therefore, alter positions to the extent that their current classifications and pay allocations are no longer representative or appropriate.

Analysis and Recommendation:

The incumbent's position has now changed to the point where it is not performing any of the typical office support duties of an Administrative Assistant II, except in a backup capacity. Her duties now consist exclusively of providing loan support activities to MEDC staff and operations, with significant emphasis on managing and maintaining the loan portfolios and MEDC's loan collateral documentation for almost 300 loans.

It is clear that the above standards for reclassifying represented and non-management/non-represented positions have been met in this situation. There have been major changes in the duties and responsibilities of the incumbent's position and these changes have increased the position's level of responsibility and required knowledge and skill. For

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example, this position requires knowledge of the loan administration process and terminology, various legal documents and financial statements, and the roles and responsibilities of various State agencies and financial institutions. Also required is knowledge of various deadlines and legal requirements, which must be met. A key example is that every five years a UCC (Uniform Commercial Code) continuation must be filed with the State Department of Financial Institutions and local Register of Deeds for every outstanding loan in order to preserve the collateral on that loan. Failure to do so can result in significant consequence of error and financial loss. This also illustrates the increased level of responsibility of this position. It is also important to point out that the position also has significant contact with both the loan recipients (e.g., answering questions and providing information) and with outside financial institutions (e.g., coordinating loan documents and information).

The department has asked that this position be reclassified to Salary Grade 001. For the reasons described above, a reclassification is warranted in this case given the significant changes in the incumbent's position. In addition, the level and specialized nature of the current duties and responsibilities does appear to justify a move to entry-level management in Salary Grade 001. The position plays a key administrative support role in MEDC's loan function and works with a fair amount of independence on various program wide aspects, e.g., loan collateral documentation, for which this position alone is responsible. At the same time the position assists the individual loan officers in doing research and solving problems on specific loans. These tasks require a certain level of technical knowledge and judgement to determine what information would be useful in specific situations. The position must also be sensitive to and exercise appropriate discretion with respect to the confidential data that is part of the loan portfolios. Finally, the position functions as a key technical contact with loan recipients, financial institutions, and outside auditors, and, in this capacity, serves as a representative of the MEDC Director in providing information and assisting in the loan process.

Given the above information and analysis we recommend the following profile on the factor comparison system used to evaluate (classify) management positions:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	1	45
Knowledge and Skills	2	41
Relationships Responsibility	1	15
Working Conditions	1	<u>5</u>
Total Points		106
Salary Grade 001 Points: 100-114		

Given the specialized nature of the position's duties, the Department of Employee Relations recommends creating a new title of Credit Services Specialist. This title is not only more descriptive of position's function, it would appear to facilitate and enhance understanding and communication with loan recipients and the private sector financial institutions which are partners in the loan process.

Angela Jackson
Administrative Assistant II . . . #6

January 23, 2001

Accordingly, the Department of Employee Relations recommends classifying this position as Credit Services Specialist in Salary Grade 001.

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

Reviewed By: Jeffrey S. Hansen
Jeffrey S. Hansen, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: January 23, 2001

This report recommends appropriate classification and compensation levels for position changes in the 2001 City of Milwaukee budget. This report contains recommendations for three reclassified or retitled positions in the Library and Health departments.

In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives from affected departments. The following chart summarizes the recommended changes.

Present	Request	Recommendation
Incumbent: Vacant Department: Library Title: Heating & Ventilating Mechanic III Current Rate: Pay Range 262 (\$33,567 to \$37,791 annually)	Title: Facilities Control Specialist Pay Range: 599 (\$47,999 to \$61,776 annually)	Title: Facilities Control Specialist Pay Range: 599 New Rate: NA
Incumbent: Vacant Department: Health Title: Public Health Planning Manager Salary Grade: 009 (\$50,351 to \$70,489 annually) Current Rate: NA	Title: Healthy Behaviors & Healthcare Access Manager Salary Grade: 009	Title: Healthcare Access and Services Manager Salary Grade: 009 New Rate: NA
Incumbent: Loyce Robinson Department: Health Title: Consumer Protection Manager Salary Grade: 009 (\$50,351 to \$70,489 annually) Current Rate: Step 12, \$70,489 annually	Title: Consumer Environmental Health Manager Salary Grade: 009	Title: Consumer Environmental Health Manager Salary Grade: 009 New Rate: NA

Actions Required

In the Salary Ordinance, under Salary Grade 009, delete the titles "Consumer Protection Manager" and "Public Health Planning Manager," and add the titles "Consumer Environmental Health Manager" and "Healthcare Access and Services Manager," and under Pay Range 599, add the footnote designation "2" by the title "Facilities Control Specialist" with the footnote to read:

"2 Recruitment may be up to the fifth step of the pay range."

In the Positions Ordinance, under Health Department, Maternal and Child Health Division, Health Access and Adult Health, delete one position of Health Access and Adult Health Manager (X)(Y) and add one position of Healthcare Access and Services Manager (X)(Y).

Standards for Reclassifying Represented and Non-management/Non-represented Positions

City Service Commission rules specify that reclassifications can occur only when "major changes have occurred in the level, duties and responsibilities of the job." The standard for reclassifying a job to a higher level is not merely the fact that some changes have occurred. The significance of the changes and the impact on the position's level of responsibility and required knowledge and skill are what determines whether there is an acceptable basis for warranting a reclassification.

Standards Used in Determining Reclassification for Management Positions

The City uses a qualitative factor comparison system to evaluate management positions. This system requires that each position be compared to all other positions in the Management Classification Plan separately on each of four job evaluation factors.

Impact & Accountability	Weighted	45%
Knowledge & Skill	Weighted	35%
Relationships Responsibility	Weighted	15%
Working Conditions	Weighted	5%

Once an appropriate comparison has been made, job evaluation staff members assign a level and corresponding number of points according to a chart. In analyzing any position for proper classification, it is critical to assess any changes that have taken place in the nature of work performed and level of responsibility, knowledge, skill and effort required. Changes in working conditions are also assessed, although this factor is considerably less important for management positions.

Library

Present	Request	Recommendation
Heating & Ventilating Mechanic III Pay Range 262	Facilities Control Specialist Pay Range 599	Facilities Control Specialist Pay Range 599

Duties and Responsibilities

The basic function of this position is to perform inspections, testing, repair and maintenance of Milwaukee Public Library (MPL) System Building Energy Management systems. Duties include supervising the installation of all controls and programs, supervising the optimization of mechanical, facilities management and security life safety systems, and training mechanics in the proper operation and servicing of electronic controls, digital controls, and computer programs. Additional responsibilities include performing lead worker functions and participating in the preventative maintenance program in the library system that includes Central Library and 12 neighborhood libraries. Duties, responsibilities, and minimum requirements include:

- 35% Troubleshoot, repair, maintain, and reprogram all building-related systems such as Metasys, boiler controls, stand-alone controllers, security fire/life safety, and other digital technologies. Perform all duties of Heating & Ventilating Mechanics.
- 25% Provide precise management and optimization of computer programs to provide optimal comfort levels for the facilities' occupants. Install and interface software and hardware.
- 15% Provide other services related to the commissioning and servicing of building controls and systems for HVAC and security, fire/life safety and supervise the commissioning of these systems by vendors and other city employees. Interpret engineering drawings, layouts, schematics, logic ladders and sequence of operations.
- 10% Provide solutions to very complex system problems by either troubleshooting the system, or by advising others on how to resolve problems. Perform preventative maintenance programs on all equipment that is maintained by the Maintenance Unit.
- 10% Provide controls and Metasys programming training to Heating & Ventilating Mechanics and other employees. Assist maintenance supervisor in coordinating maintenance activities with staff, consulting engineers, contractors and other city departments when working on major projects.
- 5% Other related duties

The position requires an Associate degree in electronic technology, computer programming, or related field and three to five years of increasingly responsible experience in servicing controls, fire/life and safety systems, and in programming facilities management systems.

Changes in Duties and Responsibilities

The Library has asked that one currently unfilled Heating & Ventilating Mechanic III position be reclassified to Facilities Control Specialist. This position will oversee the inspection, repair, and maintenance of the library's Building Management Systems. The incumbent of the position will supervise the installation of all controls and programs, supervising the optimization of all mechanical, facilities management, and security life safety systems. The position will also be responsible for training the Heating & Ventilating Mechanics in the operation and servicing of electronic and digital controls and computer programs. The position will serve as lead worker to the mechanics in the library's preventative maintenance program.

Analysis and Recommendation

The duties and responsibilities for this proposed position closely parallel the Facilities Control Specialist in the Buildings & Fleet Division (BFD) of DPW that was initially classified in 1998. The BFD position works with facilities management systems, controls, and programs for equipment in the City Hall Complex. The BFD position was placed in pay range 599 with a footnote authorizing recruitment up to the 5th step of the pay range due to difficulties experienced in recruiting for that vacancy. Currently, the library is relying upon external vendors paid at a rate of \$135 per hour to provide this service. We therefore recommend this position be reclassified to Facilities Control Specialist in pay range 599 with recruitment authorized up to the 5th step of the pay range.

Health

Present	Request	Recommendation
Public Health Planning Manager Salary Grade 009	Healthy Behaviors & Health-care Access Manager Salary Grade 009	Healthcare Access and Services Manager Salary Grade 009

Duties and Responsibilities

The basic function of this position is to direct a multidisciplinary staff in ongoing planning, program evaluation, and quality assurance activities. The position has primary oversight responsibility for chronic disease prevention and control in the areas of breast & cervical cancer, cardiovascular disease, domestic violence, adolescent pregnancy prevention, and smoking and related diseases for school-aged children and throughout the life span. Duties, responsibilities, and minimum requirements include:

45% Program Planning & Development

- Provide direction and oversight of school-based health services, chronic disease programs, health care access and services for City of Milwaukee residents. This includes the development and maintenance of policies and procedures to direct the flow of the Milwaukee Health Department (MHD) in health promotion and disease prevention and control of chronic disease to youth, adolescents, and adults--across the life-span
- Develop and oversee budget approval applications and contracts/sub-contracts let in the area of health promotion, chronic disease prevention, and healthcare access including tobacco control, cardiovascular health, violent injury and domestic violence, adolescent pregnancy prevention, screening and referral for cancer and other chronic diseases, health insurance outreach, and primary care coordination with and access to mental health, substance abuse, dental services, chronic disease prevention, and health care access, including negotiating terms, drafting documents, etc., authorizing payments, and the process of payments and monitoring overall performance of contractors and sub-contractors
- Oversee implementation and continuously monitor MHD system-wide school-based strategies to assure the health of young children and adolescents in Milwaukee
- Oversee the Municipal Health Services Program and related healthcare access initiatives

35% Management, Supervision & Administration

- Direct and support supervisory/program managers in personnel management, implementation of MHD policies and procedures, professional practice, and civil service rules and regulations
- Prepare and recommend to the Commissioner of Health an annual budget for programs and services
- Assume responsibility for overall resource utilization in the area of chronic disease prevention and control directed toward special populations and across the life span including planning, procurement of funding, i.e. grant writing, and evaluation. This includes effective leveraging of MHD resources against other donations and reimbursements
- Assume responsibility for monitoring the performance of Community Outcome Measures and MHD efforts directed toward all populations and monitoring, community and national trends, and identifying best practices to guide Milwaukee in community-wide strategies in the prevention and control of chronic diseases
- Assume responsibility for chronic disease reporting including required state reports, grant reports, service area reports, etc.

20% Leadership

- Serve as liaison and representative for the MHD in the community, statewide, and nationally on issues related to school-aged health, health promotion, chronic disease prevention and healthcare access through participation on committees, programs, and with professional groups
- Share with community partners information gathered from monitoring efforts and from results of strategies implemented to improve health of youth, adolescents and adults--across the life span

The position requires a Master's Degree in health, health education, administration, nursing, human services, business, or related field and at least five years of progressively responsible experience in health program management, health administration or health supervision. At least two years of this experience must include supervisory/management responsibilities.

Changes in Duties and Responsibilities

The duties and responsibilities of this position have changes significantly as a result of the Health Department's reorganization. The reorganization integrates both youth and adult services under the direction of this position. The Health department has taken this step in recognition that many of the risk factors associated with chronic disease begin as behaviors, habits, and addictions among school-age children and adolescents.

This position will now carry administrative responsibility for a broad range of public health programs including:

- Coordination of school-based services
- Clinical services including screening and referral, and
- Community health education, counseling, case management, and advocacy in areas that impact the health and safety of the community.

The programs/functions supervised by this position include:

- School-based health services
- Chronic disease prevention programs
- Breast and cervical cancer screening and referral
- Cardiovascular disease

- Domestic violence
- Adolescent pregnancy prevention, and
- Smoking and related diseases.

Analysis and Recommendation

This position now has responsibility for programs and functions that encompass both youth and adult services. The title of Healthcare Access and Services Manager more accurately reflects the work of this position. We therefore recommend this position be retitled to Healthcare Access and Services Manager in Salary Grade 009.

Health

Present	Request	Recommendation
Consumer Protection Manager Salary Grade 009	Consumer Environmental Health Manager Salary Grade 009	Consumer Environmental Health Manager Salary Grade 009

Duties and Responsibilities

The basic function of this position is to manage enforcement activities related to regular and temporary food service operations, epidemiological investigations, weights and measures, fire safety in food establishments, enforcement of food handling certification, and the City sales ordinances. Duties, responsibilities, and minimum requirements include:

75% Program Management & Development

- Provide management, direction, and planning for a variety of complex and technical environmental health and enforcement programs
- Exercise a large degree of independent judgement while coordinating consumer environmental programs and environmental epidemiological investigations
- Exercise authority and responsibility in carrying out agent contracts with the State of Wisconsin and act as MHD representative in matters involving agreements
- Plan, organize, and direct staff services and management of personnel, fiscal management and customer relations
- Formulate and recommend City policies, ordinance, resolutions, etc., related to a variety of environmental issues that may impact economic development, citizen health and quality of life
- Generate program summaries, special and technical reports, grant applications, statistical analyses, and other documents as needed
- Participate in decision-making and strategic planning within MHD related to meeting short and long-term established City and Department goals and objectives
- Prepare and recommend to Health Operations Director annual budget

20% Media Contact & Representative of MHD

- Act as media contact with regard to all environmental health issues at discretion of Health Operations Director or Commissioner of Health
- Represent the MHD in areas of technical expertise through interaction with other City departments, mayoral staff, Aldermanic offices, outside public agencies and officials, and community groups as well as through participation on various committees, task forces and professional organizations.

5% Other Duties

- Executes special projects and performs other duties as assigned by the Health Operations Director or the Commissioner of Health

The position requires a Master's Degree in environmental health, engineering, physical sciences, biological, or natural sciences, public or business administration and 5 years progressively responsible experience in program management, health care program planning, policy development, community health assessment, health administration, or health service supervision. Two years of experience must include supervisory and/or management responsibilities.

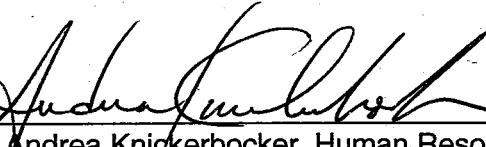
Changes in Duties and Responsibilities

This position is responsible for managing enforcement activities related to permanent and temporary food service operations and epidemiological investigations. This position has administrative responsibility for programs such as weights and measures, fire safety in food establishments, enforcement of food handling certifications, and city sales ordinances. Beginning in 2001, the position will also oversee enforcement of ordinances associated with tattoo and piercing operations.

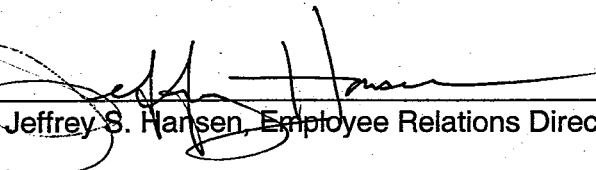
Analysis and Recommendation

The title of Consumer Environmental Health Manager more accurately describes the nature of the work of this position. We therefore recommend this position be retitled to Consumer Environmental Health Manager in Salary Grade 009.

Prepared By:


Andrea Knickerbocker, Human Resources Manager

Reviewed By:


Jeffrey S. Hansen, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: January 23, 2001

These report recommends appropriate classification and compensation levels for new positions created in 2001. This report contains recommendations for five new positions in the Library, DOA-Budget & Management Division, Comptrollers Office, and Common Council--City Clerk's Office.

In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives from affected departments. The following chart summarizes the recommended changes.

Present	Request	Recommendation
Incumbent: new position Department: Library	Title: Librarian II Pay Range: 545 (\$35,846 to \$41,090 annually)	Title: Librarian II Pay Range: 545 State of WI grant funded position-effective date July 1, 2001
Incumbent: new position Department: DOA- Budget & Management Division	Title: Program Assistant I Pay Range: 460 (\$31,324 to \$35,106 annually)	Title: Program Assistant I Pay Range: 460
Incumbent: new position Department: Comptroller	Title: Assistant Payroll Manager Salary Grade: 008 (\$47,221 to \$66,106 annually)	Title: Assistant City Payroll Manager Salary Grade: 008
Incumbent: new position Department: Comptroller	Title: Accounting Manager Salary Grade: 008 (\$47,221 to \$66,106 annually)	Title: Assistant Accounting Manager Salary Grade: 008
Incumbent: new position Department: Common Council--City Clerk	Title: Special Assistant-Licenses Salary Grade: 006 (\$41,572 to \$58,206 annually)	Title: License Division-Special Assistant Salary Grade: 006

Actions Required

In the Salary Ordinance, under Salary Grade 006, add the title "License Division-Special Assistant," with the footnote designation "6/" to read: "6/ Recruitment is authorized up to the eighth step of the range," and effective Pay Period 1, 2001 (December 24, 2000), under Salary Grade 008, add the titles "Assistant Accounting Manager" and "Assistant City Payroll Manager."

In the Positions Ordinance, effective Pay Period 1, 2001 (December 24, 2000), under Comptroller, General Accounting Division, add one position of Assistant Accounting Manager; and under Payroll Administrative Division, delete one position of Assistant Payroll Manager and add one position of Assistant City Payroll Manager.

Library

Present	Request	Recommendation
New	Librarian II Pay Range 545	Librarian II Pay Range 545

Duties and Responsibilities

The basic function of this position is to assist new borrowers, follow-up on borrower problems and complaints, and attempt to resolve problems either through direct action or assignment to staff members. This position will work under the general supervision of the Regional Librarian. Duties, responsibilities, and minimum requirements include:

- 40% Under the general supervision of the Regional Librarian assist new borrowers, follow-up on borrower problems and complaints, and attempt to resolve problems either through direct action or assignment to staff members.
 - 25% Serve as backup to the Regional Librarian and the Assistant Regional Librarian. In their absence, supervise the daily work routine and work assignments of the Library Services Assistants, Audio Machine Technicians, Office Assistants, Library Circulation Assistants, and Library Circulation Aides.
 - 20% Serve as backup to the Assistant Regional Librarian in her automation functions. Monitor and keep informed of the batch and online operations of the automated circulation system. Report problems, patterns, and discrepancies to the Assistant Regional Librarian, and in her absence, to the Regional Librarian.
 - 10% Represent the Regional Library on special committees and at meetings of library associations, organizations serving the blind, vision support groups, etc., as assigned.
- Provide programming.
- 5% Other related duties

The position requires a Master's degree in Library Science or equivalent degree and two years of professional library experience.

Analysis and Recommendation

The general nature of work and level of responsibility of this position is consistent with that of a Librarian II. These positions perform journey-level professional library work in technical areas, including reference, bibliographic services, cataloging, and community library services. Each Library II specializes in a subject area. The focus of this position is the Library for the Blind & Physically Handicapped.

We therefore recommend classifying this position as Librarian II in pay range 545. Because this is a State of Wisconsin grant-funded position the effective date for this classification is July 1, 2001.

Department of Administration – Budget & Management Division

Present	Request	Recommendation
New	Program Assistant I Pay Range 460	Program Assistant I Pay Range 460

Duties and Responsibilities

The basic function of this position is to serve as program assistant to the Program Evaluation Specialist and the Budget & Management Team Leader. The position is responsible for administrative and program support to the Budget Office's outcome measurement and program result measurement program. This will include developing, maintaining, and managing the data collection and summary efforts of the program. Responsibility also includes support for the office's strategic planning efforts. The position also serves as a critical team member in the office's budget material production efforts. Duties, responsibilities, and minimum requirements include:

- 35% Provide program assistance to the office's outcome measurement and program evaluation efforts
 - Develop and maintain a tracking system for the collection and analysis of citywide outcome measurements and program result measurements
 - Process requests from departments to change their program result measures
 - Track city departments' compliance with FMIS entry of program results
 - Prepare ongoing status reports of departmental progress
 - Prepare annual program result report
 - Answer routine questions from city departments and others about the city's outcome and program measurement systems
- 35% Prepare vital public information materials under statutory or critical deadlines
 - Generate complex budget publications including the annual budget, plan, and budget summary and six-year capital plan
 - Develop multimedia presentation materials for crucial meetings with the Common Council, New York Bond Rating agencies, community groups, etc.
 - Maintain and update strategic planning and budget information contained on the Budget Office web page

- 10% Provide managerial assistance to Budget Director
 - Maintain director's calendar, including scheduling meetings with the Mayor, department heads, and other high-level officials.
 - Schedule public budget hearings and meetings with internal budget office staff
- 5% Process division's bills, purchase required goods and services, keep purchasing records, make travel arrangements for staff, and maintain office supply inventory.
- 5% Assist the division payroll clerk in maintaining office payroll records for staff, processing timecards, entering payroll data in FMIS, and processing personnel paperwork.
- 5% Assist analytical staff by compiling information and data and developing charts and spreadsheets to aid in completion of the Office's budget and management analysis efforts
- 5% Other duties, including serving as backup for office reception responsibilities.

The position requires four years of clerical experience including the ability to use advanced features of software packages.

Analysis and Recommendation

The general nature of work and level of responsibility of this position is consistent with those in the Program Assistant Series. These positions perform a variety of office support and administrative work in support of a program or distinct area of operations within a City department. The duties and responsibilities of each Program Assistant are specific to each job assignment. The level of work performed by Program Assistants is characterized as semiprofessional.

In this series, positions requiring the knowledge, skills, and abilities equivalent to that of a bachelor's degree are assigned to the "II" level. Program Assistant II's exercise a greater amount of responsibility than those assigned to the "I" level.

This position performs duties and responsibilities in support of the Program Evaluation Specialist and Budget & Management Team Leader in the DOA-Budget & Management Division. The position is responsible for administrative and program support of the Budget Office's outcome measurement and program result measurement program. The position will work independently in developing, maintaining, and managing the data collection and summary efforts of the program. In addition the position supports the office's strategic planning efforts and serves as a critical team member in the office's budget material production efforts. The duties and responsibilities of this position reflect a "I" level responsibility.

For these reasons we recommend classifying this position as Program Assistant I in Pay Range 460.

Comptrollers Office

Present	Request	Recommendation
New	Assistant Payroll Manager Salary Grade 008	Assistant City Payroll Manager Salary Grade 008

Duties and Responsibilities

The basic function of this position is to have primary responsibility for managing daily payroll processing and issuance of payroll checks with corresponding recordation of tax and accounting-related reporting. This includes the timely and accurate issuance of W2's for all City employees. This position assists the Payroll Manager, and in the absence thereof assumes the Manager's required duties. This position effectively communicates to all departments the directives necessary to accomplish City directives. Duties, responsibilities, and minimum requirements include:

- 30% Provide the direction and coordination necessary to City departmental payroll personnel to ensure compliance with contractual, legal, and external agency requirements and provisions. Supervise Federal and State tax reporting and issuance and distribution of approximately 11-13,000 W2's annually.
- 10% Review and analyze fiscal impacts of Labor contracts providing information, advice and recommendations to City officials, department heads, labor, and personnel-related employees on policy issues. Cost effectively implement changes in policies and procedures to conform with legal and contractual requirements both internally and externally.
- 10% Manage new systems through procedures as necessary to comply with policy directives as legislated by City policy makers (Direct Deposit Program, new payroll deduction programs, Long Term Disability, Flexible Benefits, Bus Pass).
- 10% Assist the Payroll Manager in supervising the Payroll Administration Division staff. Implement the attainment of Division priorities and goals by assigning duties, setting priorities, and reviewing output of staff. Promote safe work environments through effective management of limited resources.
- 10% Direct and supervise the input of payroll documents by departments and payroll staff to assure compliance with procedures, both policy and systems. Provide ongoing supervision to payroll support staff on processing problems and issues that occur during editing.
- 10% Effectively communicate verbally and in writing as necessary, assignments and workflows. This includes interacting with City and office staff members to ensure office goals and standards are met.
- 10% Assure payroll charges are posted to City accounts timely and accurately through FMIS. Prepare year-end financial reporting required for CAFR presentation. Reconcile reports for hours, rates, and deductions prior to release to external agencies or city operating departments.

5% Review and respond to citywide departmental, employee, and external inquiries on payroll related matters (responding to subpoenas, Federal and State Agency inquiries, interpretation of employee pay and deductions).

5% Other related duties

The position requires a Bachelor's Degree in Accounting, Business, or related field and five years of supervisory experience in a multi-user payroll environment.

Analysis and Recommendation

This new position will serve as the Assistant to the City Payroll Manager in the Payroll Administration Division of the Comptroller's Office. This will mean assuming primary responsibility for managing the daily payroll processing and payroll check issuance activities. The position will also review the impacts of Labor contracts and make recommendations on policy issues, manage the implementation of new programs such as flexible benefits and bus pass, and assist the City Payroll Manager in supervising the daily work of the Payroll Administration Division staff.

With the implementation of the recent market study for the Comptroller's Office, classification levels in the Payroll Administration Division include:

<u>Title</u>	<u>Level</u>	<u># of Positions</u>
City Payroll Manager	SG 011	1
Assistant City Payroll Manager	SG 008	1 <i>New position</i>
City Payroll Specialist	SG 007	2
City Payroll Assistant-Senior	PR 475	3
City Payroll Assistant	PR 460	1

The general nature of work and level of responsibility of this position is comparable to positions such as Accounting Manager-City Development (SG 008) and Public Works Accounting Manager (SG 008). An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	9	138
Knowledge & Skill	7	94
Relationships Responsibility	6	38
Working Conditions	1	5
Total Points:		<u>275</u>

Salary Grade 008 points: 266-305

We therefore recommend classifying this position as Assistant City Payroll Manager in Salary Grade 008.

Comptrollers Office

Present	Request	Recommendation
New	Accounting Manager Salary Grade 008	Assistant Accounting Manager Salary Grade 008

Duties and Responsibilities

The basic function of this position is to assist in the design, configuration, and implementation of a uniform accounting system and financial reporting for the City of Milwaukee and its subsidiary modules such as accounts payable, requisitioning, receipting, and inventory processes. Prepare and coordinate the publication of the City of Milwaukee Comprehensive Annual Financial Report. Responsibilities include research and analyses to resolve account issues, working with staff and other departments on accounting policies and procedures, and overseeing in the recording and reconciling of transactions such as cash, investment, taxes, debt, and all major city assets and liabilities as needed. A critical function of this position is assisting the division head in providing day-to-day supervision and direction over the professional and support staff of the General Accounting Division. Duties, responsibilities, and minimum requirements include:

- 10% Oversee cash, investment, tax, debt, and major city asset and liability transactions for all funds. Reconcile, analyze, and resolve with other departments all accounting issues and transactions.
- 40% Assist in the design, configuration, and implementation of the City's accounting system and related subprocess modules, such as accounts payable, requisition, purchasing, inventory, receipting, etc. Draft procedures, instructions, and training for all citywide users. Research, identify, analyze, and resolve various accounting issues. Review accounting data, trial balances, and provide corrective action to ensure proper recording of accounting transactions of all city departments and Comptroller staff. Direct and assist staff in the preparation of large projects to ensure accuracy and timeliness for completion of vital projects, such as cashflow borrowing analyses.
- 25% Prepare and coordinate the publication of the City of Milwaukee Comprehensive Annual Financial Report. Review of statement, preparing combining and overview fund statements and schedules, preparing required documentation, and assisting external auditors on the annual audit of City's funds and transactions.
- 15% Assist the division head in providing day-to-day supervision and direction over the professional and support staff within the General Accounting Division of the Comptroller's Office. This includes, but is not limited to, training staff, performance appraisals, disciplinary recommendations, scheduling work assignments, review of work products, assisting staff on work assignments as needed, and providing suggestions to division head on modifications and/or improvement to the work flows of the division.

- 5% Review, analyze and/or report or advise on the effects of new and/or revised accounting pronouncements and City policies and procedures with appropriate recommendations for implementation as requested by division head.
- 5% Implement Common Council directives related to contributions and maintain documentation files to support receipt and use of funds. Maintain accurate records on tax deed properties and supporting documentation; analyze and prepare statistical data as needed. Other related duties.

The position requires a Bachelor's Degree in Accounting and 5 years progressively responsible experience in accounting or auditing.

Analysis and Recommendation

This new position will serve as the Assistant to the Accounting Manager in the General Accounting Division of the Comptroller's Office. The position will be responsible for assisting in the design, configuration, and implementation of a uniform accounting system and financial reporting for the City of Milwaukee and its subsidiary modules. The incumbent will resolve accounting issues, work on accounting policies and procedures, record and reconcile transactions, and assist the division head in supervising and directing the professional and support staff.

With the implementation of the recent market study for the Comptroller's Office, classification levels in the General Accounting Division include:

<u>Title</u>	<u>Level</u>	<u># of Positions</u>
Accounting Manager	SG 010	1
Assistant Accounting Manager	SG 008	1 <i>New position</i>
Accounting Supervisor	SG 007	1
Management Accounting Specialist	SG 006	4
Accounting Program Assistant III	PR 475	3
Accounting Program Assistant II	PR 460	4
Accounting Program Assistant I	PR 440	1
Administrative Assistant I	PR 435	1
Accounting Intern (.5FTE)	PR 930	2

The general nature of work and level of responsibility of this position is--as with the Assistant Payroll Manager--comparable to positions such as Accounting Manager-City Development (SG 008) and Public Works Accounting Manager (SG 008). An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	9	138
Knowledge & Skill	7	94
Relationships Responsibility	6	38
Working Conditions	1	5
Total Points:		275

Salary Grade 008 points: 266-305

We therefore recommend classifying this position as Assistant Accounting Manager in Salary Grade 008.

City Clerks Office

Present	Request	Recommendation
New	Special Assistant-Licenses Salary Grade 006	License Division-Special Assistant Salary Grade 006

Duties and Responsibilities

The basic function of this position is to work with the current License Division Manager and Assistant Manager to learn all aspects of the operation and management of the City Clerk's Office License Division. Duties, responsibilities, and minimum requirements include:

- 90% Become knowledgeable of the operations of the License Division
 - Processing of all licenses handled by the License Division
 - Management of the License Division
 - License procedure and laws
 - Computer functions that support license activity
 - Operations of the Common Council License Committee and Common Council licensing procedures
 - Advising Common Council members on licensing matters
- 10% Assist as necessary in the management of the License Division

The position requires a Bachelor's Degree in public administration, management, business or related field and three years of experience performing duties and responsibilities comparable to those described above. Experience must include supervisory/management experience. Must be familiar with computer systems and have the ability to plan, design and implement computer applications. Equivalent combinations of training and experience will be considered.

Analysis and Recommendation

The current License Division Manager, Mr. Leo Wagner, has informed the City Clerk Ron Leonhardt of his intention to retire in April 2002. Both Mr. Wagner and the License Division Assistant Manager Jim Copeland, possess a wealth of knowledge regarding licensing procedure and licensing issues within each aldermanic district. It is important that this knowledge base is maintained and transferred to subsequent management of the License Division. Because of the small size of the License Division, a vacancy in either the Manager or Assistant Manager position would cause significant problems in the daily oversight of the division, as well as the daily contact with Common Council members.

To ensure the continual performance of the license functions at an optimal level, the City Clerk has proposed the creation of an interim position of "Special Assistant" to provide a bridge to Mr. Wagner's retirement. Creation of this Special Assistant position will allow the department to recruit and train an individual in all aspects of management of the division. It is the intention of the City Clerk that this Special Assistant be prepared to be a part of the License Division management team at the time of Mr. Wagner's departure.


The general nature of work and level of responsibility of this proposed position is comparable to that of the License Division Assistant Manager. We therefore recommend classifying the position in Salary Grade 006.

The City Clerk has requested use of an Auxiliary Resource program position as position authority for this Special Assistant. This request is an appropriate use of that program.

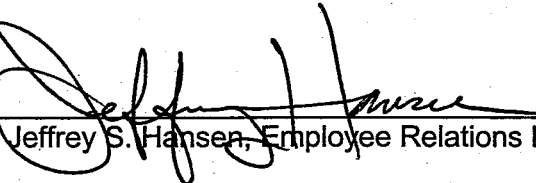
The City Clerk has also requested the ability to recruit for this position up to the 8th step of Salary Grade 006. The rationale for this request is the need to recruit a highly qualified candidate with the skills and abilities to step into this critical management position in the License Division at the time of Mr. Wagner's retirement.

We therefore recommend classifying this interim position as License Division-Special Assistant in Salary Grade 006 with recruitment authorized up to the 8th step of the range. We further recommend the use of the Auxiliary Resource program for this position.

Prepared By:


Andrea Knickerbocker, Human Resources Manager

Reviewed By:


Jeffrey S. Hansen, Employee Relations Director

Department of Employee Relations
Team B
January 9, 2001

JOB EVALUATION REPORT

City Service Commission Meeting Date: January 23, 2001

Incumbent: New Position

Department Election Commission

Present	Request
Title: New Position	Title: Customer Service Representative II
Pay Range: (not applicable)	Pay Range: 435 (\$28,038-\$30,893)
Current Rate: (not applicable)	Source: Department
Recommendation: Title: Customer Service Representative II Pay Range: 435 (\$28,038-\$30,893)	
Rationale: Based on the duties and responsibilities for this position, the Department of Employee Relations (DER) recommends classifying this position as a Customer Service Representative II in Pay Range 435.	
History of Position: This position was approved in the 2001 budget.	

Action Required

In the Positions Ordinance, under Election Commission, delete one position of "Customer Service Representative I " and add one position of "Customer Service Representative II".

January 9, 2001

Background

In November 2000, the Common Council approved the position of Customer Service Representative for the 2001 budget. In December 2000, the Election Commission requested the Department of Employee Relations (DER) to classify the position.

Duties and Responsibilities

The function of this position will be to receive, evaluate and resolve customer inquiries, complaints, and requests from the public, the executive and legislative branches and elected officials. Additionally, the position will provide clerical support. The major responsibilities and the approximate percentages of time spent in each area are as follows:

70% Customer Service

- receive and resolve customer inquiries, complaints, and requests for election services from a wide variety of constituents, community groups, other state and local jurisdictions, elected and appointed officials, and various departments with the City of Milwaukee

20% Election Services

- maintain voter registration database
- perform all necessary activities involving on-site registration and voter registration drives

10% Office Support

- provide general clerical support
- perform other duties as assigned

Minimum Qualifications:

The minimum qualifications for this position are 4 years of office support job experience including at least 2 years of experience performing customer service-related work. The position requires the ability to exercise independent judgment and to work under pressure. Working knowledge of word processing and spreadsheet computer programs is also required.

Analysis

The study of this position is based on the comparison of the its duties, responsibilities, and required qualifications to those for the Customer Services Representative II and III positions as described in the Department of Employee Relations' 1996 report, *"Principal Office Support Job Classifications in City Government"*. The report describes a series of office support positions including office assistants, office supervisors, and customer service representatives.

According to DER's standard definition, a Customer Service Representative must:

- work in a designated customer services section

- spend 70% or more of the time communicating with customers to solve customer related problems
- have the authority to solve customers' problems, within guidelines established.

Because the Election Commission is small relative to other City departments with similar positions, a designated customer service section is superfluous. The position, as described however, does fulfill the other two characteristics listed above.

Customer Service Representative III

The level III position is reserved for Customer Service Representatives who either:

- assist customers regarding their bills and accounts, with an emphasis upon solving problems, or
- perform as a leadworker for lower level Customer Service Representatives or other office support employees.

The types of bills and customer accounts for which Customer Service Representatives are responsible include bills for water and sewer services, damaged City property, property taxes, special assessments, delinquent taxes.

Representatives at the III level are authorized to adjust bills and set up payment plans. This requires the ability to make calculations, communicate with customers who may be especially upset or despondent, and exercise good judgement. Leadworkers for other Customer Service Representatives must train and orient new employees, assign duties, check completed work, and monitor workflow. In our opinion, these duties and responsibilities exceed those of the position under study.

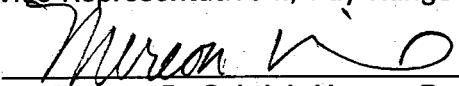
Customer Service Representative II

The level II position is defined as the full performance level for all Customer Service Representatives. Employees at this level are expected to independently answer customers' questions about departmental operations, investigate problems, follow-up with customers, and most importantly, resolve customers' problems. The requirements for the II level are four years of office support job experience including at least two years of experience performing customer service-related work at the level of a Customer Service Representative I or above. The duties, responsibilities and requirements of the position under study closely reflect DER's standard definition of the Customer Service Representative II.

Recommendation

Based on the above analysis, our recommendation is to classify this position as a Customer Service Representative II, Pay Range 435 (\$28,038-\$30,893).

Prepared by:


Theresa R. Gabriel, Human Resources Analyst

Reviewed by:


Jeffrey S. Hansen, Employee Relations Director

January 16, 2001

JOB EVALUATION REPORTCity Service Commission Meeting Date: January 23, 2001Incumbent: Five New PositionsDepartment: Dept of Public Works – Admin. Services

Present	Requested
Title: Five New Positions	Title: A. Lead Parking Checker (4 positions) B. Parking Enforcement Assistant Manager
Pay Range: Not Applicable	A. Pay Range 508 (\$28,373-\$32,686) B. Salary Grade 6 (\$41,572-\$58,206)
Current Rate: Not Applicable	Source: Department
Recommendation: A. Title: Lead Parking Checker Pay Range: 495 (\$28,373-\$32,686) B. Title: Parking Enforcement Assistant Manager Salary Grade 6 (\$41,572-\$58,206)	
Rationale: Based on the duties and responsibilities for these positions, the Department of Employee Relations (DER) recommends classifying four positions as Lead Parking Checker in Pay Range 495 and one position as Parking Enforcement Assistant Manager in Salary Grade 6.	
History of Position: The four positions of Lead Parking Checker were approved in the 2000 budget and the single position of Parking Enforcement Assistant Manager was approved in the 2001 budget.	

Action Required:

In the 2001 Positions Ordinance, no action is necessary.

In the 2001 Salary Ordinance, create Pay Range 495 as follows:

Pay Range 495

Official Rate – Biweekly

\$1,091.26	\$1,127.93	\$1,165.89	\$1,205.23	\$1,257.17
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Lead Parking Checker

Lead Parking Checker

The basic function of the Lead Parking Checker is to assist in the supervision of the parking checker staff who enforce City parking regulations, request towing of illegally parked and abandoned vehicles and respond to citizens' complaints.

The duties and responsibilities include the following:

- ◆ Enforce all parking and abandoned auto regulations, provide information to citizens and visitors, report law violations to MPD as appropriate, complete reports and studies as assigned, call MPD for assistance with emergencies, testify in court, recover stolen autos and report to MPD, and assist with school crossing control when needed.
- ◆ Assist in the supervision and deployment of parking checkers to effectively enforce the City's parking regulations and to maximize their efficiency.
- ◆ Respond to complaints, disputes, "requests for service" and inquiries made by citizens, businesses, city staff and elected officials.
- ◆ Assist in training parking checkers in the use of proper safety techniques and other department protocol.
- ◆ Assist in researching various issues and prepare and maintain any reports, records or other documents as assigned.

The Department of Public Works – Administrative Division has just received an additional twenty Parking Checker positions for 2001. These four positions will be used as leadworkers to assist the Parking Enforcement Supervisors with supervision and oversight of sixty parking checkers who are collectively working 24 hours a day and seven days a week. In addition to performing the Parking Checker duties these positions will be responsible for training, leading and assisting others. The requested rates of pay appear appropriate for compensating the additional responsibilities that these positions will have. We recommend, however, creating a new pay range that is in the same series as that of the Parking Checkers. We recommend the rates for the new Pay Range 495 be the same as those in Pay Range 508 as follows:

\$1,091.26 \$1,127.93 \$1,165.89 \$1,205.23 \$1,257.17

We further recommend, as requested, the title Lead Parking Checker since it accurately reflects the duties of the position.

Parking Enforcement Assistant Manager

The basic function of the Parking Enforcement Assistant Manager is to assist the Parking Enforcement Manager in managing the parking enforcement activities for the City of Milwaukee including: the supervision of parking checkers, tow lot operations, tow desk operations, citizen inquiries and dispatch operations on a 24/7 schedule.

The duties and responsibilities include the following:

- ◆ Manage all parking enforcement activities during absence of Parking Enforcement Manager.
- ◆ Manage and coordinate activities of Parking Checkers, Lead Parking Checkers and Parking Enforcement Supervisors.

- ◆ Coordinate activities of tow desk, including responding to citizen inquires and complaints and assist in managing the dispatch function for all the parking enforcement activities including Communication Assistants and management personnel.

Standards Used in Determining Reclassification for Management Positions

The City uses a qualitative factor comparison system to evaluate management positions. This system requires that each position be compared to all other positions in the Management Classification Plan separately on each of four job evaluation factors.

Impact & Accountability	Weighted	45%
Knowledge & Skill	Weighted	35%
Relationships Responsibility	Weighted	15%
Working Conditions	Weighted	5%

Once an appropriate comparison has been made, job evaluation staff assigns a level and corresponding number of a points according to a chart. In analyzing any position for proper classification, it is critical to assess the nature of work performed and level of responsibility, knowledge, skill and effort required. Working conditions are also assessed, although this factor is considerably less important for management positions.

Analysis according to Job Evaluation Factors

The current Parking Enforcement Manager must spend a significant amount of time at the Tow Lot leaving little time to work at the Tow Desk which is located several miles away. The department envisions this new position as someone that can assist the Parking Enforcement Manager at both the Tow Lot and the Tow Desk but expects that the emphasis will be the Tow Desk. The Parking Enforcement Assistant Manager is expected to work independently and to fill in for the Manager as needed. This position is also responsible to respond to questions and concerns from elected officials when the Manager is unavailable. Since this position would be responsible to supervise Parking Enforcement Supervisors in Salary Grade 4 as well as Parking Checkers and Lead Parking Checkers it is recommended that there be a sufficient difference in the salary grade from that of the Parking Enforcement Supervisors to appropriately compensate for the additional responsibilities. The recommended profile for this new position of Parking Enforcement Assistant Manager is as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability	6	91
Knowledge & Skills	6	80
Relationship Responsibility	6	38
Working Conditions	1	<u>5</u>
Total Points		214

Salary Grade 6 Points (201-230)

Salary Grade 6, as requested, appears appropriate and we recommend that level. We further recommend, as requested, the title, Parking Enforcement Assistant Manager, since it also accurately reflects the duties of the position.

Recommendation:

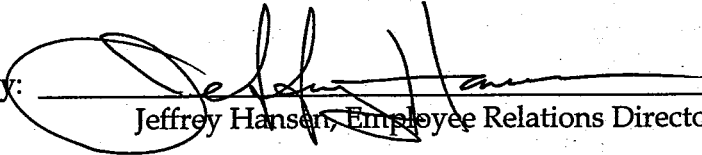
Based on the above analysis, our recommendation is to classify four positions as Lead Parking Checker in Pay Range 495 and one position as Parking Enforcement Assistant Manager in Salary Grade 6.

Prepared by:



Sarah Trotter, Human Resources Representative

Reviewed by:



Jeffrey Hanson, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: December 19, 2000

Incumbent: Various Department: DPW - Water Works

Present	Request
Title: a) Water Plant Operator In Charge (10) b) Water Plant Operator III (10) c) Water Plant Operator II (7) d) Water Plant Operator I (4)	Title: (a/b) Senior Water Treatment Plant Operator (c/d) Water Treatment Plant Operator
Pay Range: a) PR 282 \$37,401-42,908 b) PR 260 \$33,165-37,312 c) PR 249 \$31,496-35,209 d) PR 235 \$29,661-32,775	Salary: To be determined
Step: various	Source: Department
Recommendation: Title : Senior Water Treatment Plant Operator, Water Treatment Plant Operator Salary: PR 291 \$37,758-47,830 PR 252 \$32,251-36,015	
Rationale: The department is proposing the consolidation of four titles of operators (Water Plant Operator in Charge, Water Plant Operator III, Water Plant Operator II and Water Plant Operator I) into two titles (Senior Water Treatment Plant Operator and Water Treatment Plant Operator). Combining these titles will broaden the duties of each position and allow for flexibility in staffing. With the broader job descriptions, all of the previously required tasks will still be performed. The consolidation also fosters a team concept, rather than a group of four individuals with distinctly independent duties.	
History of Position: The Water Plant Operator Series was last studied in 1996. No changes were recommended at that time because the level of knowledge, skill required and responsibility remained approximately the same.	

Action Required:

In the Salary Ordinance, Create a new Pay Range 291 with the following biweekly rates: \$1,452.24, 1,522.56, 1,596.31, 1,673.62, 1,754.67 and 1,839.63, and add the title "Senior Water Treatment Plant Operator." Under Pay Range 252 add the title "Water Treatment Plant Operator." In the Positions, Ordinance under Department of Public Works-Water Works, Plants-North Organization, Linwood and North Production delete five Water Plant Operator in Charge, five Water Plant Operator III, five Water Plant Operator II and four Water Plant Operator I; and under Auxiliary-Emergency delete one Water Plant Operator in Charge (0.25 FTE) (A), one Water Plant Operator III (0.25 FTE) (A) and one Water Plant Operator II (0.25 FTE) (A) and add twelve Senior Water Treatment Plant Operators, seven Water Treatment Plant Operators, two auxiliary Senior Water Treatment Plant Operator (0.25 FTE) (A) and one auxiliary Water Treatment Plant Operator (0.25 FTE) (A) and under Department of Public Works-Water Works, Plants-

South Organization, Howard and South Water Production delete five Water Plant Operator in Charge, five Water Plant Operator III, five Water Plant Operator II and four Water Plant Operator I; and under Auxiliary-Emergency delete one Water Plant Operator in Charge (0.25 FTE) (A), one Water Plant Operator III (0.25 FTE) (A) and one Water Plant Operator II (0.25 FTE) (A) and add twelve Senior Water Treatment Plant Operators, seven Water Treatment Plant Operators, two auxiliary Senior Water Treatment Plant Operator (0.25 FTE) (A) and one auxiliary Water Treatment Plant Operator (0.25 FTE) (A).

Background:

On August 11, 1999, the Department of Employee Relations received a request to study the Water Plant Operator series in the Department of Public Works Water Works Division. Revised job descriptions accompanied the initial request and, were modified in November of 2000.

Study Methodology

Job Analysis Questionnaires were distributed to the department and returned to the Department of Employee Relations. Revised job descriptions accompanied the request and were reviewed. After the questionnaires were reviewed, interviews were conducted with incumbents, Carrie Lewis, Superintendent and Dale Mejaki, Assistant Superintendent. The selection process used to determine whom to interview was primarily based on individual availability and a willingness to participate in the process. A total number of twelve employees out of thirty one were interviewed. The average length of time devoted to each interview was one hour. The names of employees interviewed are listed below under each respective job classification.

Water Plant Operator in Charge	Water Plant Operator III
Irineo Gonzales	Ellis Beason
Joyce Jahnke	Mike Grabowski
David Johnson	Curtis Nealey
Jimmy Swanigan	Frank Skalecki
Keith Tomlinson	

Water Plant Operator II
David Bohne
Jim Lengling
Burnell Young

Standards Used to Evaluate Bargaining Unit and Non-management/Non-represented Positions

Under the Rules of the City Service Commission, a presumption exists that positions are appropriately classified at the present time. For this reason, except in very rare circumstances, positions must undergo significant changes in the level of work performed, primarily in terms of responsibility and knowledge and skill required, to be eligible for reclassification to a different title and correspondingly higher rate of pay. If a position passes the significant changes "test," we must then determine whether a reclassification is warranted. This is determined through an extensive process of comparison and contrast between the position under study and all others in City government, using the job evaluation factors of knowledge and skill, responsibility, effort and working conditions. For bargaining unit positions and non-management/non-

represented positions, the factor of knowledge and skill is considered to be the most important (and is therefore given the most weight), followed by responsibility exercised, with effort expended and working conditions trailing significantly behind.

In applying these factors, the analyst identifies where significant changes have taken place and makes a judgement as to how much any given change has impacted the job in terms of its level of responsibility, knowledge and skill required, mental and physical effort expended and working conditions. It is important to note that in today's workplace, virtually all jobs, whether found in the private or public sector, regularly experience changes in procedures, practices, technology used, and the manner in which decisions are made. These types of changes, which are normal and expected, do not automatically result in reclassification or reallocations. From a job evaluation point of view, it is critical to pinpoint changes and determine whether or not these changes have permanently and significantly affected the level of responsibility and knowledge and skill required of a job.

In reaching a final decision regarding the title and rate of pay for a position, the job analyst also considers the current rate of pay for the position. The consideration for pay constitutes a critical step in the classification decision-making process. In some cases, the position under study may be paid at or above labor market rates, or the changes that have taken place bring the position up to a level of responsibility and/or skill that in our judgement should have been performed all along, the changes represent part of a "learning curve," or the proposed reclassification would create unfavorable pay impacts upon other closely related job classifications or managerial personnel. If any of these conditions exist, a reclassification will generally not be recommended.

According to City Service Commission rules, reclassifications can only occur when it has been sufficiently shown that "major changes have occurred in the level of duties and responsibilities of the job. Factors that the Commission will not consider with regard to reclassifications include:

- Volume of work being performed
- Technological changes which "alter the way the work is done rather than alter the work itself
- Individual characteristics of the person(s) holding the position

In other words, the standard for reclassifying jobs to a higher level is not merely the fact that some changes have occurred. The significance of the change(s) and its impact on a position's level of responsibility, overall impact, and required knowledge and skill are what determine the basis of a request for reclassification.

It is important to note that, in evaluating bargaining unit positions, as well as non-management/non-represented positions, the factor of knowledge and skill is considered to be the most important, followed by responsibility exercised, expended effort and working conditions. In our judgement, which mirrors that of the City Service Commission, a significant change is one that has considerably increased a position's level of responsibility and required knowledge and skill.

In terms of knowledge and skill, the key question that must be answered is this:

- Is there more knowledge and skill now required of this position?
- If the answer is "Yes", the next logical and equally important query that must follow is:

- Is this part of a normal "Learning Curve" associated with a person filling the position or have the position's qualifications permanently changed?

Reclassification to a higher level typically stems from permanent changes to a position's minimum qualifications.

The following describes how these changes and the proposed consolidation have affected the Water Plant Operator series.

Duties and Responsibilities

Senior Water Treatment Plant Operator

The Senior Water Treatment Plant Operator leads the plant operating team, utilizing plant systems and operating personnel to meet production requirements for drinking water of the proper quality and quantity. The major focus of this position is on pump changes, plant integration and overall process control. Encompassed in this position are the duties of the Water Plant Operator in Charge and the Water Plant Operator III. This position functions as a lead worker who assigns/trains subordinates, assess treatment, identify/rectify problems, direct responses and calls others out in addition to performing lab tests and interpreting lab data. When designated as the "Operator In Charge", the position is accountable for the function of the entire treatment plant and the direction of its staff.

- 65% Balance considerations of quality and quantity in a complex state of the art drinking water treatment plant to maintain an ample supply of safe drinking water which meets all regulatory and Water Works standards. Maintain awareness of all aspects of the treatment process. Determine when filter and chemical feed changes are needed and direct the appropriate changes. Interpret laboratory data and alarms to determine appropriate action to take. Interpret telemetry signals and water quality data to identify and respond to trends or equipment failures.
- 5% Monitor and promote workplace safety. Ensure compliance of crews with mandatory safety monitoring and the application and use of equipment.
- 5% Identify and isolate chemical malfunctions. In accordance with all safety regulations and procedures, rectify hazardous situation(s). Assess impact on treatment process and take steps to minimize effect on water quality.
- 5% Participate in development of Standard Operating Procedures. Identify need for new procedures and update of existing procedures.
- 5% Maintain proficiency in performing and interpreting results of chemical analysis for process control parameters, including chlorine titration, ozone residual, turbidity, particle count, fluoride.
- 5% Maintain proficiency in operation of all equipment at plant. Perform preventive maintenance as required. Assist maintenance staff in diagnosis/trouble-shooting of equipment malfunctions.
- 5% Give tours of treatment plant.
- 5% Other duties as assigned.

Changes in Duties and Responsibilities

An analysis of the most recent job description provided by the department in October of 2000, with the previous job description on file with the Department of Employee Relation dated October of 1990, reflects significant changes. These changes are noted in the water treatment process as well as the knowledge and experience required to perform these tasks.

This position functions as a lead worker who assigns and trains subordinates, decides chemical dosages, performs lab tests and interprets lab data.

In years past, Milwaukee Water Works had used a simplified chlorine-disinfecting treatment process. The use of ozone, however, involves a much more elaborate process. Incumbents are now required to have an understanding of gas-liquid transfer, kinetics, mathematics and chemistry.

The chemical feed application systems has been upgraded and is connected through a Supervisory Control and Data Acquisition computerized system (SCADA), which has feed-forward (flow pacing) and feedback (where instrumentation will determine if the desired dosage is actually being applied). Incumbents must have knowledge of each chemical feed process to recognize proper operations versus anomalies and the ability to troubleshoot any unusual occurrences. This troubleshooting now includes the more intricate components of the chemical feed system and the analytical instrumentation

"Routine" duties are being shared amongst these levels by the combining of various areas of distinct responsibility into single position requiring cross training. Incumbents must have the capability of performing all required task.

Duties and Responsibilities

Water Treatment Plant Operator

The basic function of these positions is to ensure the water treatment plant is producing safe drinking water, which meets regulations and Water Works standards for distribution to Milwaukee Water Works Customers. The Water Treatment Plant Operator's primary areas of responsibility are the chemical delivery systems and filtration processes. Encompassed in this position are the duties of the Water Plant Operator I and the Water Plant Operator II.

- 60% Monitor, review and analyze SCADA data related to chemical delivery systems (ozone, alum, fluoride, phosphoric acid, chlorine, and ammonia) and filtration system. Take appropriate action to maintain optimal function of these systems.
- 10% Perform chemical and physical laboratory analyses and interprets results related to plant process control operations, such as turbidity, particle counts, chlorine, ozone, fluoride, and jar tests.
- 10% Lead or assist in diagnosis/troubleshooting of aberrations and equipment malfunctions. Perform minor preventive maintenance on equipment. Work with maintenance in a wide variety of laboring and general maintenance work to maintain proficiency in operation of motors, valves, pumps, etc and assist in troubleshooting when problems are noted. Perform routine plant'/grounds upkeep as needed.

- 5% Follow guidance of Senior Water Treatment Plant Operator to identify and isolate chemical malfunctions in a safe and timely manner.
- 5% Inspect the plant at regular intervals and make visual and physical checks of pumps, motors, chemical feed systems, water quality monitoring instrumentation and security. Report and document results.
- 5% Maintain safety of workplace.
- 5% Other duties as assigned.

Changes in Duties and Responsibilities:

An analysis of the most recent job description provided by the department in October Of 2000, with the previous job description on file with the Department of Employee Relation dated October of 1990, reflects significant changes. These changes are noted in the water treatment process as well as the knowledge and experience required to perform these tasks

This position now has the responsibility of deciding chemical dosages, performing lab tests and interpreting lab data.

In years past, Milwaukee Water Works had used a simplified chlorine-disinfecting treatment process. The use of ozone, however, involves a much more elaborate process. Incumbents are now required to have an understanding of gas-liquid transfer, kinetics, mathematics and chemistry.

The chemical feed application systems has been upgraded and is connected through a Supervisory Control and Data Acquisition computerized system (SCADA), which has feed-forward (flow pacing) and feedback (where instrumentation will determine if the desired dosage is actually being applied). Incumbents must have knowledge of each chemical feed process to recognize proper operations versus anomalies and the ability to troubleshoot any unusual occurrences. This troubleshooting now includes the more intricate components of the chemical feed system and the analytical instrumentation. It is important to note that the operations team has assumed the sole responsibility for making all chemical-dosing decisions.

"Routine" duties are being shared amongst these levels by the combining their distinctly independent areas of responsibility into single positions. Incumbents must have the capability of performing all required tasks.

Analysis

The 1993 Cryptosporidium crisis generated many operational changes. The most far reaching of these changes were fundamental alterations in the principles, methods and processes used to treat and produce potable water in Milwaukee and throughout the United States. It is difficult to translate how such sweeping changes have affected specific jobs in Water Works.

Prior to 1993 the regulations governing water quality in the United States and Wisconsin were much different and much less stringent than the ones in place today. Although there is more of a system-wide emphasis on water quality, the positions under study were always responsible for the quality of the water they helped produce.

The standard by which they are expected to monitor water quality has been strengthened but it is not a new or different responsibility.

The increased emphasis on water quality monitoring has had a significant impact on these positions. All plant personnel are accountable for the quality of water that the plants produce.

It is important to note that the Operations Team works closely with the Water Chemist and Lead Water Chemist to ensure the quality of the City's water. The Operations Team has undergone training in chemical analysis and laboratory procedures that will enable them to help set the parameters for chemical dosages in the water treatment process. The Operations Team are now performing routine chemical and physical laboratory analysis and interpreting the results as it relates to the water treatment plant process control operations. Analysis may include but are not limited to turbidity, particle counts, and chlorine, ozone, and fluoride and jar test. This is a function that was previously the sole responsibility of the Water Chemist.

Every chemical feed application system has been upgraded to a more complex system. Each application system connected through a Supervisory Control And Data Acquisition computerized system has feed-forward (flow -pacing) and feedback (where instrumentation will determine if the desired dosage is actually being applied). Incumbents must have knowledge of each chemical feed process to recognize proper operation versus anomalies and troubleshoot any unusual occurrences. It is important to note that the operations team has assumed the responsibility for all chemical-dosing decision instead of Water Chemist.

The change in technology has created the need for additional seminars and related training. All incumbents received extensive training related to the ozone generating process, its application in the water treatment process and, equipment operational considerations for successful start-up and optimization of the ozone disinfecting. The addition of the ozone disinfecting treatment process operation involves a more elaborate process than in the past. Using the ozone disinfecting process (its production, decay to oxygen, determination of effectiveness, measurement, and neutralization) requires an understanding of gas-liquid transfer, kinetics, mathematics and chemistry. There are many variables in the production and use of ozone which can be adjusted to achieve the same effectiveness, and incumbents must understand the relative cost and benefit of each of those options to make the optimum selection. The Operations Team has the sole responsibility of making decisions relating to ozone disinfecting, for its equipment and the facility.

Milwaukee Water Works now requires more formal education than in prior years to enter the Water Treatment Plant Operator series. In the past the minimum requirements were a minimum of twenty credits in Water Science Technology or six months operating experience. These positions now require an Associate degree in Water Science Technology or minimum of two years operating experience. This would indicate that a significant change in knowledge and skill has occurred.

With regard to scope and level of responsibility, these employees have broader responsibility areas than they have had in the past. Some now have new different responsibilities, as well as lead-worker responsibilities and are reflected in the following chart:

Duty or Responsibility	Prior to August 1999				Currently	
	I	II	III	OIC	WTPO	SRWTPO
Position Level						
Lead Worker				✓		✓
Assigns subordinates				✓		✓
Assess treatment			✓	✓		✓
Identify and rectify problems			✓	✓		✓
Directs responses				✓		✓
Calls others out						✓
Decides chemical dosages					✓	✓
Set/monitor/maintain chemical dosages		✓	✓		✓	✓
Performs filter bed washing		✓			✓	
Oversees filter operation		✓	✓		✓	
Interprets lab data					✓	✓
Performs lab test					✓	
Receives chemical deliveries	✓	✓			✓	
Collects samples	✓				✓	
Minor preventive maintenance	✓	✓			✓	
Building maintenance	✓				✓	
Trains subordinates			✓	✓		✓
Give plant tours			✓			✓
Rotating shifts	✓	✓	✓	✓	✓	✓

Salary Comparison with Other Water Utilities

Job Classification	Milwaukee Water Works	Green Bay Water Utility	Central Lake County Illinois
Water Plant Operator In Charge	\$37,401-42,908		
Water Plant Operator III	\$33,165-37,312		
Water Plant Operator II	\$31,496-35,209		
Water Plant Operator I	\$29,661-32,775		
Water Quality Manager *		\$43,781-54,726	
Filtration Operator		\$35,672 **	
Chief Operator			\$43,231-55,145
Water Treatment Plant Operator II			\$39,212-50,018
Water Treatment Plant Operator I			\$33,873-43,208

*This position does not function in the same capacity as the City's Water Quality Manager. The duties are similar to those of the Senior Water Treatment Plant Operator. **This is a laborer position paid at the hourly rate of \$17.15 per hour. The duties are similar to those of the Water Treatment Plant Operator.

Central Lake County Water Treatment Facility and Green Bay Water Utility were selected because these utilities have similar size and complexity of treatment processes (from ozone to particle counters), and the job duties are divided amongst operating personnel similarly to those in the Milwaukee Water Works proposed consolidation.

Neither Central Lake County, nor Green Bay Water Utility has plants as large as our facilities. It is also important to note that Central Lake County Water Treatment Facility has had ozone for five or more years and, compensation is, therefore, reflected in their wages. While Green Bay, on the other hand, has only been fully operational since March of this year and have yet to make any wage adjustments.

Recommendations

In our judgement, the changes that have occurred in these positions duties and responsibilities have significantly increased the level of knowledge and skill required as well as their fundamental level of responsibility. We therefore recommend two new titles, new classifications and implementation as follows:

Job Classification	Pay Range	Minimum-Maximum
Senior Water Treatment Plant Operator	290	\$37,758-47,830
Water Treatment Plant Operator	252	\$32,251-36,015

The new requirements for each position are as follows:

Senior Water Treatment Plant Operator

- AA Water Technology or five years operating/maintenance experience
- DNR certification
- Low pressure boiler license
- Valid driver's license
- Successful completion of laboratory training modules
- One hundred twenty hours of Water Plant Operator in Charge training
- Passing of the Water Plant Operator in Charge practical exam
- Medical and physical certification for use of Self Contained Breathing Apparatus equipment

Water Treatment Plant Operator

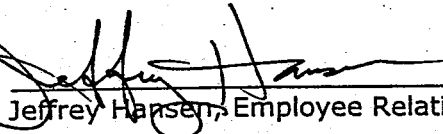
- AA Water Technology or two years operating/maintenance experience
- DNR certification within six months of hire
- Valid driver's license
- Successful completion of laboratory training modules
- Eighty hours of Water Plant Operator II training
- Passing of the Water Plant Operator II practical exam
- Medical and physical certification for use of Self Contained Breathing Apparatus equipment

Incumbents who do not meet the new requirements will maintain their existing title and pay and underfill Senior Water Treatment Plant Operator or Water Treatment Plant Operator positions for a period of up to one year. During this period they will be expected to meet the requirements for promotion to the full level of their respective positions.

Prepared by:


Sandra R. Wilson, Human Resource Analyst, Sr.

Reviewed by:


Jeffrey Hansen, Employee Relations Director