



Department of Employee Relations

July 1, 2002

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

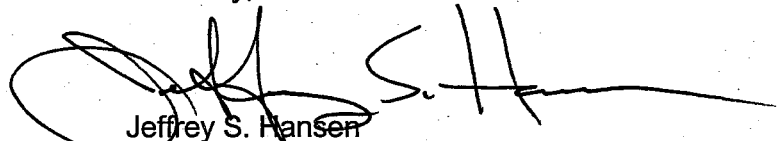
Dear Committee Members: Re: Common Council File Number 020252

The following classification and pay level was approved by the City Service Commission on June 25, 2002:

In the In the Department of Public Works-Water Works, one new position in the 2002 budget was classified as Water Security Manager, Salary Grade 007.

The Job evaluation report covering the above position is attached.

Sincerely,



Jeffrey S. Hansen
Employee Relations Director

JSH:pb

Attachments: Job Evaluation Report
 Fiscal Note

c: Carrie Lewis
 Dale Mejaki
 Laura Engan

JOB EVALUATION REPORT

City Service Commission Meeting Date: June 25, 2002

Incumbent: New Position Department: DPW – Water Works

Present	Request
Title: New Position	Title: Water Security Manager
Salary: Not Applicable	Salary: Salary Grade 006 (\$43,889-61,451)*
Step: Not Applicable	Source: Department
<p>Recommendation: Title : Water Security Manager Salary: S.G. 007 (\$46,785 – 65,496)* <i>*Note: These Salary Grades reflect the 2002 rates for all steps effective PP 17, 2002 or later as determined by the Common Council.</i></p>	
<p>Rationale: For many years Milwaukee Water Works has taken extensive precautions to protect against the threat to the security of the water purification and distribution systems. Nonetheless, recent acts of international terrorism and continued threats of more terrorism, including bioterrorism, have spawned the need to further enhance existing security measures and to develop and implement additional security programs. The responsibility for these and other measures will be undertaken by the position under study.</p>	
<p>History of Position: Created in 2002 budget.</p>	

Action Required:

In the Salary Ordinance under Salary Grade 007 add the title and footnote designation "Water Security Manager 4/" and add the following footnote: "4/ Recruitment may be at any step in the Salary Grade."

Background:

On May 8, 2002 Carrie M. Lewis, Superintendent, Milwaukee Water Works requested the Department of Employee Relations to classify this new position. A job description for the position accompanied the request and Ms. Lewis furnished additional information.

Duties and Responsibilities:

Per the job description, this position will manage all aspects of security by the development, direction and implementation of cyber and physical security programs for the water utility. The specific duties are as follows:

- 55% Develop and implement cyber security policies and procedures for Water Works computer systems. Prepare policies, standards and procedures for computer and automation resources, personnel security practices, communications security practices, software and data security practices, and administrative security practices. Assign security responsibilities and ensure the effective use of protective technology. Keep current with advances in the field. Use knowledge of current best practices to ensure that all systems are at maximum protection, e.g., that virus protection software is up-to-date, that all operational computer systems for servers and workstations are to current "patch" level. Perform regular security reviews of operational computer systems. Review log files to identify security and intrusion violations. Develop and implement back-up and recovery systems and strategies and disaster recovery strategies. Coordinate with DPW computer network personnel. Provide assistance to the Technical Services Group.
- 35% Develop and implement physical plant security policies and procedures for Water Works facilities, including plants, field offices, remote locations, distribution system, and cash collection. Manage access control, keying and locks. Work with City Building Security personnel as appropriate. Review intrusion detection log files and identify violations. Develop and implement emergency response plans and emergency evacuation procedures. Liaise with Milwaukee Police Department and Milwaukee Fire Department.
- 05% Devise and disseminate security education and training programs to employees.
- 05% Performs other duties as assigned.

Minimum Requirements:

The position requires a working knowledge of a broad range of operating systems and software and expertise in standard security procedures that will harden the security systems. Knowledge of the principles and practices of industrial facility security, a bachelor's degree in a field such as Computer Science or Engineering, and the Certified Network Engineer designation are desirable.

Job Evaluation Standards Used for Classifying Management Positions

The City uses a formal qualitative factor comparison system to evaluate (classify) management positions. This system requires that each management position be compared to other positions according to each of these four job evaluation factors:

<u>Factor</u>	<u>Weight</u>
• Impact and Accountability (IA)	45%
• Knowledge and Skill (KS)	35%
• Relationships Responsibility (RR)	05%
• Working Conditions (WC)	05%

These factors equate to those listed in the Equal Pay Act of 1963, namely skill, effort, responsibility and working conditions, which are considered universal job evaluation factors, in that they are used by virtually every employer in the United States.

The actual process is one of careful comparison and contrast of the position being studied and related positions on a factor-by-factor basis. The other positions used as a basis for comparison generally include those in the same occupational group and those in the same department as the position under study.

Comparisons to Other Related Positions

Before proceeding to the comparison used in this report, it should be noted that an attempt was made to identify comparable positions both within and outside of the City Service. When possible a comparison will include positions at, above and below the requested Salary Grade of the position being studied. However, comparable positions within the City Service above and below the salary grade were not identified for the position under study. Additionally, a search within the state and regional areas for a comparable position was unsuccessful. Therefore, the following job classifications were used for comparison:

TITLE	SALARY GRADE	IMPACT & ACCOUNTABILITY		KNOWLEDGE & SKILLS		RELATIONSHIPS RESPONSIBILITY		WORKING CONDITIONS	
		Level	Points	Level	Points	Level	Points	Level	Points
Safety Supervisor	006	7	104	5	68	5	32	1	5
Security Manager	006	7	104	6	80	5	32	1	5
Network Coord Sr.	006	7	104	5	68	5	32	1	5

Safety Supervisor S.G.006

Safety Supervisor is a position that evaluates work sites and procedures for safety, investigates accidents, performs job safety analyses, and apprises managers and supervisors of corrective actions. The position plans, organizes and conducts safety training for first-line supervisors and operational personnel in DPW divisions and work units. The position actively participates in coordinating the return to work of injured employees using case management techniques and prepares various statistical reports.

Factor	Level	Points
Impact and Accountability	7	104
Knowledge and Skills	5	68
Relationships and Responsibility	5	32
Working Conditions	1	5
Total Points: 209 (The Salary Grade 006 point range is 201 to 230)		

Security Manager 006

The Security Manager functions to manage the physical security of the City Hall Complex and other facilities and is responsible for the coordination and supervision of contracted security guards as well as in-house security staff. Other functions include overseeing electronic access and key control systems at City owned buildings and coordinating the protection of life and property.

Factor	Level	Points
Impact and Accountability	7	104
Knowledge and Skills	6	80
Relationships and Responsibility	5	32
Working Conditions	1	5
Total Points: 221 (The Salary Grade 006 point range is 201 to 230)		

Network Coordinator – Senior 006

The Network Coordinator Senior is the full performance level for professional IT employees who are charged with the day to day work required to run a LAN or WAN. The duties include network administration and security, among other functions that are similar to those of the position under study. In addition, the position under study will coordinate with DPW computer network personnel and will provide assistance to the Technical Services Group. Although the position under study will perform functions unrelated to computers approximately 35% of the time, the basis for a comparison to the Network Coordinator Senior is appropriate.

Factor	Level	Points
Impact and Accountability	7	104
Knowledge and Skills	5	68
Relationships and Responsibility	5	32
Working Conditions	1	5
Total Points: 209 (The Salary Grade 006 point range is 201 to 230)		

Analysis According to Job Evaluation Factors

The Impact and Accountability of the position under study is greater than the comparable positions, considering the greater consequence of error. The result of an unexpected failure of the Supervisory Control And Data Acquisition (SCADA) computer system for example could be far reaching. Water quality could degrade to a level that would damage public health. Damage to expensive, difficult-to-repair equipment at the treatment plants could result. Data documenting water quality could be lost. Water might not be able to be pumped to customers at all. Fire hydrants would not have water. Since Milwaukee Water Works supplies water to Milwaukee and 14 surrounding communities, over 800,000 people could be affected (worst case). The length of an outage could be days or weeks. Water main breaks, with associated property damage, could occur. Depending on the location, critical customers such as hospitals and WEPCO's power generating facilities (which require water to generate power) could be adversely affected. Clearly, the level of responsibility in this area exceeds even that of the Security Manager position which is

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responsible for security encompassing the City Hall Complex and DPW facilities. The position under study is assigned a rating of 8 in this area.

The breadth of Knowledge and Skill for this position exceeds that of the comparable positions. Not only does this position require the skill level of an IT professional, it requires skill in all facets of plant security as well. The position's rating in this area is a 7.

The Relationships Responsibility is similar to those of the comparable positions. Frequent contact with other managers, officials and vendors to resolve security and other important issues is a requirement. The rating for this position is also a 5.

The Working Conditions rating of 1 is appropriate for a working environment which requires minimal physical effort, is generally pleasant, and where the likelihood of accident or injury is remote. It is the same as the rating for the other positions referred to above.

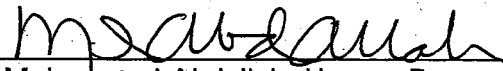
The profile for the Water Security Manager is as follows:

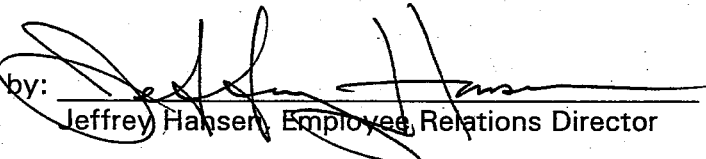
Factor	Level (& points)
➤ Impact and Accountability (IA)	8 (120)
➤ Knowledge and Skills (KS)	7 (94)
➤ Relationships and Responsibility (RR)	5 (32)
➤ Working Conditions (WC)	1 (5)
Total Points:	251
Salary Grade:	007

The Salary Grade 007 point range is 231 to 265.

Recommendation

The ratings on each individual factor place the position under study in Salary Grade 007, which is one Salary Grade higher than requested by the department. The recommended title and profile for this position is Water Security Manager, Salary Grade 007. Due to the anticipated difficulty in recruiting for this position, which requires the skills of an Information Technology professional coupled with those of a Plant security professional, we recommend providing MWW the authority to recruit anywhere within the Salary Grade.

Prepared by: 
Muhammad Abdallah, Human Resources Representative

Reviewed by: 
Jeffrey Hansen, Employee Relations Director