



Department of Employee Relations

March 21, 2016

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

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

Dear Committee Members: Re: Common Council File Number **151660**

The following classification and pay recommendations will be submitted to the City Service Commission on **March 22, 2016**. We recommend these changes subject to approval by the City Service Commission.

In the Department of Employee Relations, one position of Employee Assistance Coordinator, PR 2EX is recommended for reclassification to Employee Assistance and Resource Coordinator, PR 2HX.

In the Health Department, one position of Violence Reduction and Prevention Initiative Manager, PR 1GX is recommended for reclassification to Violence Reduction and Prevention Program Director, PR 1IX.

In both the Health Department and DPW-Water Works, the positions of Microbiologist, Chemist and Virologist is recommended a recruitment footnote.

In the DPW – Operations Division-Fleet Services, the position of Vehicle Service Technician I, PR 7EN is recommended an increase in recruitment rate and one position of Fleet Services Welder, PR 7HN is recommended administrative correction to steps.

In DPW-Infrastructure Services, one position of Facilities Manager, PR 1KX is recommended for reclassification to Engineer in Charge, PR 1KX.

In Municipal Court, one position of Court Services Assistant IV, PR 6HN, is recommended reclassification to Customer Services Representative III, PR 6HN.

In DPW-Fleet Services, one position of Quality Assurance Coordinator, PR 2IX is recommended for reclassification to Fleet Systems Manager, PR 2IX.

In DPW-Fleet Services, one new position is recommended for classification to Communication Systems Manager, PR 1FX.

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



Sincerely,



Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 5 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, Dennis Yaccarino, John Ledvina, Eric Pearson, Jackie Carter, Bill Christianson, Thomas Bell, Molly King, Deborah Ford, Nicole Fleck, Bevan Baker, Sandra Rotar, David Piedt, Barbara Henry, Lori Hoffmann, Aaron Justin-Szopinski, Carrie Lewis, Ghassan Korban, Preston cole, Laura Daniels, Dan Thomas, Dawn Crowbridge, Shannon Goodwin, Jeffrey Polenske, Sheldyn Himle, Jane Islo, Jeffrey Tews, Kenneth Wischer (AFSCME32)

JOB EVALUATION REPORT

City Service Commission Meeting: March 22, 2016

Employee Relations

Current	Request	Recommendation
Employee Assistance Coordinator PR 2EX (\$45,306 - \$63,426)	Study of the position	Employee Assistance and Resource Coordinator PR 2HX (\$54,865 - \$76,806)

Action Required

In the Salary Ordinance, under Pay Range 2EX, delete the title "Employee Assistance Coordinator" and under Pay Range 2HX, add the title "Employee Assistance and Resource Coordinator".

In the Positions Ordinance, under Department of Employee Relations – Employee Benefits Division, delete one position of "Employee Assistance Coordinator" and add one position of "Employee Assistance and Resource Coordinator".

Background

A classification review and analysis of the labor market conducted by the Department of Employee Relations reveals that the position of Employee Assistance Program Coordinator, vacant since November of 2015, may be under-classified. The need to have this position re-assessed for classification and compensation purposes stems from changes in the scope of responsibility of the position since its placement within the Department of Employee Relations in 2005 and the need to have a compensation structure that can reasonable compete for professionals in the relevant labor market.

The Employee Assistance Coordinator provides confidential help to city workers and families dealing with issues related to stress, depression, alcohol/drug abuse, gambling, domestic violence and related issues, and financial challenges. The position provides expert consultation, training and intervention and makes referrals for diagnosis, treatment and assistance. The Coordinator also facilitates crisis intervention both with individuals and within work units as necessary. The specific duties and responsibilities of the position include:

- Provide counseling, referral services and education to City of Milwaukee employees and family members for the purpose of helping employees with work/life challenges that affect work performance or behavior in the work place.
- Process and administer employee self-referrals for EAP services, formal referrals as a result of management action or discretion, and DOT referrals.
- Conduct a comprehensive professional assessment of the client's needs and choose the appropriate resources, referrals and educational materials.
- Conduct client monitoring, follow-up, and quality assurance on cases.
- Design and facilitate training for City of Milwaukee employees and supervisors on EAP and related issues including key personnel training.

- Work with City agencies to facilitate critical incident stress debriefings and provide on-going consultation services to peer stress programs in the Milwaukee Police Department and the Fire Department.
- Perform EAP administrative functions including documenting all case activity, data collection, recordkeeping, report preparation.
- Design, coordinate and implement all program promotional materials including newsletters and other educational brochures.
- Build and maintain working relationships with key community stakeholders including healthcare providers to ensure effective and efficient referrals.
- Assist in developing, implementing, and coordinating other employee relations activities including but not limited to wellness initiatives, labor research and analysis, and recruitment.

The EAP Coordinator position requires a Bachelor's Degree in Social Work from an accredited college or university and three years of related professional experience in counseling, social work or mental health services. The position also requires a certification as a Certified Social Worker (CSW). Desirable credentials include: Certified Employee Assistance Professional (CEAP) certification, Substance Abuse Professional (SAP) certification, Certified Advanced Practice Social Worker (CAPSW), Certified Independent Social Worker (CSM), or Licensed Clinical Social Worker (LCSW) certification.

Other knowledge, skills, and abilities required include:

- Knowledge of psychology including human behavior, individual differences in ability, personality and interests to assist in referral of necessary services.
- Knowledge of principles and processes for providing personal services including needs assessment of employees and family members.
- Knowledge of principles and methods for training design and instruction to develop educational sessions for employees and family members.
- Skill in public speaking to provide training to groups of employees and managers.
- Strong oral and written communication skills
- Computer skills to use database, internet and word processing software to research, document and track referrals and case activity and create newsletters and other educational materials.

Analysis

Since its placement within the Department of Employee Relations, the EAP Coordinator position has become an integral component of the department's approach to addressing difficult employment and employee relations matters as well as programs and initiatives aimed at improving employee's overall health, job satisfaction, and a strong work/life balance. The EAP Coordinator position is part of the team of professional level personnel called upon to respond to sensitive, controversial, and often confidential matters. Employees who used to rely on labor representatives Pre Act 10 find themselves seeking guidance, support, and direction from a "neutral" source and this position has been able to fill that gap in an effective manner. A review of EAP metrics reveals that the number of open cases increased by 64% from 216 in 2010 to 355 in 2014.

One function of the EAP Coordinator that has significantly evolved over the years relates to providing onsite counseling, emergency intervention and referral services for City employees who are experiencing difficulties meeting performance expectations or standards of conduct and

may be facing serious disciplinary consequences. Managers and human resource professionals are increasingly called upon to deal with the symptoms of untreated or undertreated mental health issues, including absenteeism, compromised working relationships and other performance problems.

The EAP Coordinator performs a key function by addressing employees' mental health needs and freeing managers and human resource professionals to focus on upon the areas that they are qualified to address, such as coaching performance and shepherding employees through the leave and benefits for which they may qualify in order to address their mental health issues.

The Employee Assistance Program Coordinator has in the past assisted in formulating strategy and programmatic activities related to changes to healthcare design and the City's Wellness Program efforts, including components of the Healthy Rewards program. As we continue our goal to better align wellness, well-being, productivity and work/life balance initiatives, we anticipate that the EAP Coordinator will again play a critical role in providing coordination across these programs. For example, we anticipate that the EAP Coordinator will review aggregate health data in order to create and implement Citywide programming and policies, including training and ancillary services, that address the specific needs of our employees. A strong cross-disciplinary program to address mental health will inevitably strengthen employees to contribute to the workplace and to the community in a positive, customer-oriented and value-added manner.

The current pay range for the EAP Coordinator position fails to recognize the complexity and level of difficulty associated with this position. It places the position at a level equivalent to entry level professional positions with limited impact to the bottom line and strong oversight authority provided by a first line supervisor. Positions within this level include Management Trainees.

The EAP Coordinator works independently and only receives general guidance on policy matters from the Employee Relations Director and the Employee Benefits Director. After carefully reviewing the level of work of this position we believe that it is comparable to that of Human Resources Representatives in the Department of Employee Relations and Personnel Officers in operating agencies of the City. The titles and corresponding pay ranges for these positions are presented below.

Classification	Pay Range	Department
EAP Coordinator	2EX \$45,306 - \$63,426	DER
Personnel Analyst - Sr Human Resources Analyst - Sr	2FX \$48,294 - \$67,616	DPW, Library, Health
Human Resources Representative Personnel Officer	2HX \$54,865 - \$76,806	DER Health
Human Resources Compliance Officer	2JX \$62,338 - \$87,270	DER

A review of salary data from the relevant labor market in fact supports the need for the upgrade. The following information reflects the salary range at the 10th percentile and the 90th percentile for EAP Counselors in the local labor market. The recommendation to place the position under study in Pay Range 2HX with a minimum recruitment rate of \$54,865 and a maximum of \$76,806 is supported by the fact that the City's position is responsible for not only providing counseling and training/educational services but has overall responsibility and discretion in formulating policy and defining the scope of services to be provided as well as planning activities and managing results.

Area Name	10th Percentile	25th Percentile	ERI Survey Mean Annual	75th Percentile	90th Percentile
50-Mile Radius of Milwaukee	51,443	55,060	59,940	64,625	69,423
SE Wisconsin	50,107	53,442	57,911	62,196	66,599
Central Upper Midwest	50,826	54,292	58,964	63,453	68,059

Based on the need to classify and compensate this position at the appropriate level based on internal equity considerations and well as external competitive factors, we recommend reclassifying this position from EAP Coordinator in Pay Range 2EX to Employee Assistance and Resource Coordinator in Pay Range 2HX.

Prepared by: *M. Montague* AK
Maria Montague, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: March 22, 2016

Health Department

Current	Request	Recommendation
Violence Reduction and Prevention Initiative Manager PR 1GX (\$66,435 - \$93,010)	Violence Reduction and Prevention Program Director PR 1IX (\$75,478 - \$105,669)	Violence Reduction and Prevention Program Director PR 1IX (\$75,478 - \$105,669)

Action Required

In the Salary Ordinance, under Pay Range 1GX, delete the title "Violence Reduction and Prevention Initiative Manager (2)" and under Pay Range 1IX, add the title "Violence Reduction and Prevention Program Director (2)" with designation "2" attached.

In the Positions Ordinance, under the Health Department, Office of Violence Prevention, delete one position of "Violence Reduction and Prevention Initiative Manager (X)(Y) and add one position of "Violence Reduction and Prevention Program Director (X)(Y)".

Background

The Health Commissioner has requested a classification study and review of the vacant position of Violence Reduction and Prevention Initiative Manager in Pay Range 1GX (\$66,435 - \$93,010). The request from the Commissioner indicates that the position's scope of responsibility and complexity has expanded as a result of several key violence and injury reduction goals and initiatives created by the Mayor and the Common Council over the last several years. These initiatives have required the position to play a significant leadership role working with partners at the City, State, and Federal levels, non-profits, community organizations, and local and national funders to improve Milwaukee's outcomes for youth at risk due to violence.

Duties and Responsibilities

The Violence Reduction and Prevention Initiative Program Director is responsible for oversight of the City of Milwaukee Health Department's Office of Violence Prevention (OVP). The department's Office on Violence Prevention (OVP) provides strategic direction and oversight for the city's effort to reduce the risk of violence. The position serves as the top administrator within the Health Department's Office of Violence Prevention (OVP) encompassing the Commission on Domestic Violence & Sexual Assault; the Safe Exchange & Visitation Center grant; the Homicide Review Commission; and other recent key efforts or initiatives.

Through its staff leadership and partnership with multi-disciplinary teams of agencies and organizations, OVP collaboratively develops, implements, and evaluates effective and sustainable approaches to preventing interpersonal and community violence including sexual assault, domestic violence, human trafficking, and gun violence. The position plays a key role in

the community, representing the health department and the Mayor in many area partnerships, coalitions, networks and activities relating to violence prevention. The position advises the Office of Intergovernmental Relations and other City officials in public policy matters pertaining to violence.

The duties and responsibilities of the position are summarized below.

Program Leadership – 50%

- Manage and lead the formation, development and implementation of City-wide Youth Development and Violence Prevention policies, programs and strategies.
- Manage and support the activities of MCDVSA, including programming, education, policy development, data collection and analysis.
- Plan and develop standards for OVP program measurement/outcomes using existing and new resources and methods.
- Provide leadership in research activities including analysis of service impact on target populations, data collection, comparative analysis of various interventions, and surveillance community health indicators, such as domestic violence, youth violence interventions.
- Represent the City of Milwaukee in internal and external community meetings, community councils, and other community based collaborations related to violence prevention efforts.
- Write, edit and submit applications for grants in support of City and community plans and mission, as well as provide leadership in raising public, private and foundation funds to support OVP programs.

Community Leadership – 40%

- Develop and maintain collaborative relationships with other city departments, state and federal organizations and funding agencies, medical providers, community-based organizations, advocacy agencies, and academic institutions to coordinate and consult on comprehensive city-wide efforts to reduce sexual assault, domestic violence and youth violence.
- Represent the City, and provide leadership to community violence prevention, sexual assault groups as appropriate on policies and initiatives that will have a high impact on impacted communities.
- Participate in community planning concerning health and social welfare;
- Act as spokesperson for all OVP programs to the media as assigned;
- Represent the MHD and OVP at Common Council meetings, and speak for OVP programs
- Staff Mayor and/or Commissioner in community meetings/events to provide information and or follow-up on community concerns.

Special Projects and Administration – 10%

- Prepare talking points, presentations, and ad-hoc reports as needed by the Health Commissioner, Mayor, and Common Council.
- Analyze data for special projects of interest, and lead in the development of policies and programs related to the data outcomes.
- Develop and participate in related training for appropriate City of Milwaukee staff.
- Lead and manage OVP staff in city-wide initiatives.
- Perform other duties as assigned by the Mayor or the Commissioner of Health.

The minimum requirements for this position include graduation from an accredited college or university with major course work in public health, social sciences, public administration,

criminal justice, sociology, psychology, economics or related fields and four years of progressively responsible experience working multi-disciplinary partners in a collaborative and action-oriented role; background in domestic violence, sexual assault injury or violence prevention, or improving social conditions of health. An equivalent combination of relevant education and/or experience with the following skills may also qualify an individual for this position:

- Ability to understand and work within complex systems, including law enforcement, education, social services, public health, community agencies and faith organizations and to develop short and long-term plans for implementation;
- Considerable knowledge of use of research products, as well as best practices, trends, and developments in the areas of youth development/and or sexual assault and domestic violence and general concepts of violence prevention;
- Ability to develop goals and strategies that effectively meet measurable objectives;
- Facilitation and conflict resolution skills;
- Experience in working with diverse populations;

Analysis

Although housed within the Milwaukee Health Department, the Violence Reduction and Prevention Initiative Program Manager is integral to the City's efforts in the development and implementation of comprehensive and multi-disciplinary strategies designed to reduce the risk of violence in the City.

The information provided by the Health Department and a review of budget documents confirm that the programs managed by the Office of Violence Prevention have grown in complexity, sensitivity and difficulty. Incorporating elements of a public health approach to violence prevention requires leadership, commitment, and resources. The programs and initiatives that have increased the level of complexity and impact of this position and information relative to how these have been made a priority by the Mayor and the Common Council over the last several years are presented below.

Youth Violence Prevention Initiative –The 2016 budget included \$150,000 to construct the infrastructure necessary for a public health approach to violence prevention, especially focused on young people. The OVP will work with community partners to reduce risk factors for youth violence through the development of a comprehensive community informed youth development and violence prevention plan. The plan will identify ways to increase local capacity, recommend strategies to develop new approaches based on data and best practices, and implement a process to measure outcomes.

Safe Exchange and Visitation Program – As of 2014, the position under study has been responsible for managing, overseeing and assessing progress of activities associated with the Safe Exchange & Visitation Program – an initiative that facilitates free exchange and visitation services for families after separation from an abusive situation. The position under study was key in the development of protocols and policies related to safe exchanges and visitations and providing or coordinating domestic abuse advocacy and linkages to community resources for children and families impacted by abuse and assaults.

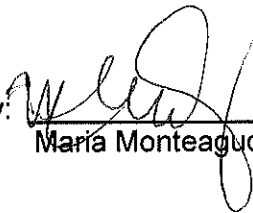
Crisis Response for Trauma Informed Care Counseling - the 2015 City budget included \$250,000 to support response capacity in the form of trauma intervention and crisis care for victims of traumatic events and their families. This initiative relied on evidence based principles that support that such interventions increase coping skills and protection and is vital to children who have been victims of, or witness to, violence or abuse. This position is the key Health Department position that was required to work with the Milwaukee Police Department and Milwaukee County to develop an action plan to allocate the funding effectively. Additional funding in the amount of \$180,000 was added in the 2016 Budget to expand the pilot created in 2015 and include the Fire Department to allow for training of additional first responders who are Firefighters or Paramedics.

Homicide Review Commission - The position under study and the staff of the OVP have collaborated with the Milwaukee Homicide Review Commission (HRC) by participating in the HRC community provider reviews, domestic violence case reviews, and sexual assault reviews. In 2015, the reviews expanded to "youth reviews" to better understand the perspective of youth in preventing future homicides and non-fatal shootings. These reviews, in conjunction with system partners and community members, inform and develop response and prevention recommendations, develop implementation strategies including protocol and practices revisions, and when necessary, support legislative and funding advocacy.

It is clear from the information presented above that the position under study has played a key role working with community partners to develop performance measures and protocols to assess needs and measure success. The level of responsibility and complexity associated with the work of this position seems to be comparable to that of the Family and Community Health Services Director position in Pay Range 1IX. This position is responsible for developing, implementing, managing, and evaluating evidence-based programs for the City of Milwaukee Health Department (MHD) Family and Community Health (FCH) Division including programs providing home visiting services to at-risk families, the Women, Infant, and Children (WIC) nutrition program, the Community Healthcare Access Program, the Men's Health program and many others. This position works closely with Program Managers, FCH Epidemiologist, the Chief Compliance Officer, the Business Operations Manager, the Director of Nursing and the Chief Medical Officer. This position is also required to forge partnerships within the Milwaukee community and represents the MHD in area coalitions and networks.

Given the similarities in level of responsibility and complexity, we recommend reclassifying the Violence Reduction and Prevention Initiative Manager from Pay Range 1GX to Pay Range 1IX and continuing the footnote that allows recruitment flexibility anywhere in the range with the approval of the Chair of the Finance and Personnel Committee and the Director of the Department of Employee Relations.

Prepared by:



Maria Monteaquedo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: March 22, 2016

Health Department

Current	Recommendation
Lead Microbiologist PR 2HN (\$61,356 - \$76,806)	Lead Microbiologist PR 2HN (\$61,356 - \$76,806) FN: Recruitment may be at any rate in the pay range with the approval of DER.
Chemist III Microbiologist III Virologist III PR 2FN (\$54,942 - \$67,616) FN: Recruitment up to \$66,761 with approval of DER	Chemist III Microbiologist III Virologist III PR 2FN (\$54,942 - \$67,616) FN: Recruitment may be at any rate in the pay range with the approval of DER.
Chemist II Microbiologist II Virologist II PR 2DN (\$47,588 - \$59,498) FN: Recruitment may be up to \$57,708 with approval of DER	Chemist II Microbiologist II Virologist II PR 2DN (\$47,588 - \$59,498) FN: Recruitment may be at any rate in the pay range with the approval of DER.
Chemist I Microbiologist I Virologist I PR 2AN (\$35,141 - \$49,193) FN: Recruitment up to \$45,993 with approval of DER (Underfill Titles)	Chemist I Microbiologist I Virologist I PR 2AN (\$35,141 - \$49,193) FN: Recruitment may be at any rate in the pay range with the approval of DER. (Underfill Titles)

DPW-Water Works

Current	Recommendation
Lead Water Chemist PR 2EN (\$54,980 - \$63,426) FN: Recruitment up to \$66,761 with approval of DER.	Lead Water Chemist PR 2EN (\$54,980 - \$63,426) FN: Recruitment may be at any rate in the pay range with the approval of DER.
Water Microbiologist II PR 2DN (\$47,588 - \$59,498)	Water Microbiologist II PR 2DN (\$47,588 - \$59,498) FN: Recruitment may be at any rate in the pay range with the approval of DER.
Water Chemist II PR 2CN (\$47,060 - \$55,825)	Water Chemist II PR 2CN (\$47,060 - \$55,825) FN: Recruitment may be at any rate in the pay range with the approval of DER.
Water Chemist I Water Microbiologist I PR 2AN (\$40,600 - \$49,193) (Underfill Titles)	Water Chemist I Water Microbiologist I PR 2AN (\$40,600 - \$49,193) FN: Recruitment may be at any rate in the pay range with the approval of DER. (Underfill titles)


Actions Required


In the Salary Ordinance, under Pay Range 2AN, delete footnotes "1", "2", "4" and replace footnote "1" with the following: "(1) Minimum recruitment is at \$1,561.53 (\$40,599.78) and may be at any rate in the pay range with the approval of DER."; also under the title "Water Chemist I", remove the designations "2", "4" and add designation "1"; under the title "Water Microbiologist" remove designation "2"; under Pay Range 2CN, delete footnotes "5" and "8" and replace "8" with the following: "(8) Minimum recruitment is at \$1,810.00 (\$47,060.00) and may be at any rate in the pay range with the approval of DER."; also under the title "Water Chemist II" remove designation "5"; under Pay Range 2DN, delete footnote "6" and replace with the following: "(6) Minimum recruitment is at \$1,830.32 (\$47,588.32) and may be at any rate in the pay range with the approval of DER."; also under the title "Water Microbiologist II", add the designation "6" and remove and delete footnote "3" and "16" in their entirety.; under Pay Range 2EN, delete footnote "9" and replace with the following: "(9) Minimum recruitment is at \$2,114.60 (\$54,979.60) and may be at any rate in the pay range with the approval of DER."; under Pay Range 2FN, delete footnote "1" and replace with the following: "(1) Minimum recruitment is at \$2,113.16 (\$54,942.16) and may be at any rate in the pay range with the approval of DER."; and under Pay Range 2HN, add designation "14" to the title "Lead Microbiologist" with footnote "14" to read: "(14) Recruitment may be at any rate in the pay range with the approval of DER."

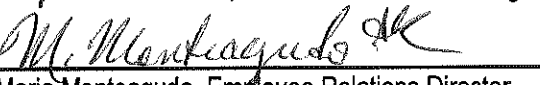
Background and Recommendations

The Department of Employee Relations has received requests to study the market rates of pay for Microbiologists, Chemists and Virologists in the Milwaukee Health Department as well as Microbiologists and Chemists in the DPW-Water Works. The Water Works is also in the process of creating a career ladder paradigm for Microbiologist and Chemists. While these studies have not yet been completed, there are current vacancies in the Water Works and a concern about the ability to attract potential candidates in both departments with current or future vacancies. A number of these positions do have a degree of flexibility in recruitment rates. However to increase the ability of the Health Department and Water Works to attract a higher caliber of candidates for vacancies in these positions, we recommend the ability to recruit at any rate in the pay range with the approval of Employee Relations.

Further recommendations to rates of pay for these positions will be provided in future job evaluation reports for the respective titles as warranted.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

City Service Commission Meeting: March 22, 2016

Department of Public Works-Operations Division-Fleet Services

Current	Request	Recommendation
Vehicle Service Technician I PR 7EN (\$40,640 - \$53,648)	Study of Recruitment Rate	Vehicle Service Technician I PR 7EN (\$42,367 - \$53,648)
Fleet Services Welder PR 7HN (\$42,880 - \$52,049)	Administrative correction to steps	Fleet Services Welder PR 7HN (\$42,880 - \$52,049)

Actions Required

In the Salary Ordinance, under Pay Range 7EN, delete footnote "2" and replace with the following: "(2) Career Ladder Position. Minimum recruitment is at \$1,629.50 and may be up to \$1,734.48 based upon credentials with the approval of DER. Employees will advance to the next rate in the following range upon certification by the Commissioner of Public Works as having attained and maintained at all times the required credentials and demonstrated job performance: \$1,629.50, \$1,663.76, \$1,698.76, \$1,734.48, \$2,063.40." and under Pay Range 7HN, delete footnote "11" and replace with the following: "(11) Career Ladder Position. Recruitment is at \$1,649.23 and may be up to \$1,756.47 based upon credentials with the approval of the Department of Employee Relations. Employees will advance to the next rate in the following range upon certification by the Commissioner of Public Works as having attained and maintained at all times the required credentials and demonstrated job performance: \$1,649.23, \$1,702.02, \$1,756.47, \$1,812.66, \$1,870.70, \$1,930.55, \$2,001.89."

Background

The Commissioner of Public Works Ghassan Korban has requested a market study of the position of Vehicle Service Technician I (PR 7EN). This title is a part of the career ladder for automotive and heavy equipment mechanics in the Operations Division-Fleet Services Section. The most recent recruitment for the position in 2015 yielded a very limited number of viable candidates. While there has not been a significant turnover in staff following the implementation of the career ladder, there is a concern about the ability to fill new vacancies due to retirements.

Vehicle Service Technician Duties and Responsibilities

These positions maintain, repair, and overhaul all types of city-owned automotive and special equipment such as cars, light pickup and dump trucks, vans, refuse packers, sweepers, cranes, tractors, aerial lifts, and other miscellaneous heavy duty and light duty equipment to keep them in serviceable condition; work in any of the areas of automotive repair including the repair of engines, transmissions, axles, and hydraulic components; and mount, service and repair snow removal equipment; and perform preventive maintenance on all City equipment.

Within the career ladder, a new employee with at least three years of experience in repairing and overhauling automotive equipment is hired at the level of a Vehicle Service Technician I (VSTI). Movement to the Vehicle Service Technician II requires at least one year of experience with the City of Milwaukee as a VSTI and one Automotive Service Excellence (ASE) Masters Certification.

Employees in this career ladder are able to move through the steps based upon certifications held and performance that meets the standards of the position.

Market Considerations

A review of rates of pay for similar positions in southeastern Wisconsin are shown in the chart below:

Rates of Pay for Comparable Positions
 Public Sector Jurisdictions in Southeastern Wisconsin

Jurisdiction	Position	Minimum	Maximum
Waukesha County	Automotive Technician	\$45,884.80	\$60,569.60
	Automotive Technician-Lead	\$48,068.80	\$63,606.40
Wauwatosa	Automotive Technician	\$53,622.40	\$61,256.00
West Allis	Automotive Technician	\$53,788.80	\$59,862.40
Milwaukee County	Automotive Technician	\$44,657.60	\$51,563.20
City of Milwaukee	Vehicle Service Technician I	\$40,640.08	\$53,648.40
	Vehicle Service Technician II	\$47,351.20	\$53,648.40

Based upon this comparison of rates of pay for comparable positions in southeastern Wisconsin with minimum rates of pay between \$44,657.60 and \$53,788.80, an increase to the recruitment rate for a VST I appears warranted. The current steps of the career ladder for VST I are listed below. Recruitment is allowed at Step 1 through 6 depending upon a candidate's credentials.

Current Vehicle Service Technician I Rates of Pay
 Pay Range 7EN

Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Maximum
40,640.08	41,494.44	42,367.00	43,257.76	44,167.76	45,096.48	53,648.40

Increasing the recruitment rate to \$42,367 will increase Fleet Services' ability to attract a higher caliber of candidates for this position. We therefore recommend the following steps for the career ladder rates for Vehicle Service Technician I. Recruitment would be allowed at Steps 1 through 4 depending upon a candidate's credentials.

Recommended Vehicle Service Technician I Rates of Pay
 Pay Range 2EN


Step 1	Step 2	Step 3	Step 4	Maximum
42,367.00	43,257.76	44,167.76	45,096.48	53,648.40

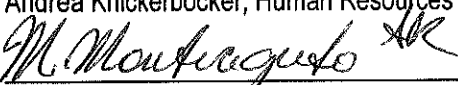
Fleet Services Welder – Administrative Corrections

This report also requests an administrative correction to the career ladder steps listed for Fleet Services Welder (PR 7HN). This correction does not change the minimum or maximum rates for the pay range.

Fleet Services Welder
 Pay Range 7HN

1,649.23	1,702.02	1,756.47	1,812.66	1,870.70	1,930.55	2,001.89
----------	----------	----------	----------	----------	----------	----------

Prepared by: 
 Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
 Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: March 22, 2016

DPW-INFRASTRUCTURE SERVICES

Current	Request	Recommendation
Facilities Manager PR 1KX (\$85,757 - \$120,064)	Engineer In Charge PR 1KX (\$85,757 - \$120,064)	Engineer In Charge PR 1KX (\$85,757 - \$120,064)

MUNICIPAL COURT

Current	Request	Recommendation
Court Services Assistant IV PR 6HN (\$37,830 - \$41,863)	Customer Services Representative III PR 6HN (\$37,830 - \$41,863)	Customer Services Representative III PR 6HN (\$37,830 - \$41,863)

DPW-FLEET SERVICES

Current	Request	Recommendation
Quality Assurance Coordinator PR 2IX (\$58,462 - \$81,844)	New Title PR 2IX (\$58,462 - \$81,844)	Fleet Systems Manager PR 2IX (\$58,462 - \$81,844)

DPW-FLEET SERVICES

Current	Request	Recommendation
New Position	Study of Position	Communication Systems Manager PR 1FX (\$62,338 - \$87,270)

Action Required

In the Salary Ordinance, under Pay Range 2IX, delete the title "Quality Assurance Coordinator" and add the title "Fleet Systems Manager (1)" with designation "1" attached.

In the Positions Ordinance, under Municipal Court, Court Services, delete one position of "Court Services Assistant IV (A)" and add one position of "Customer Services Representative III (A)"; under Department of Public Works – Fleet Services Section, delete one position of "Quality Assurance Coordinator (X)" and add one position of "Fleet Systems Manager (X)"; and one position of "Communication Systems Manager".

Current: **Facilities Manager** **PR 1KX**
Recommended: **Engineer In Charge** **PR 1KX**

Reporting to the City Engineer, this engineer will manage all work activities and staff related to the design, use, maintenance, and operations of buildings and bridges that under the responsibility of the City of Milwaukee. This will require representing the City Engineer on or before various boards and commissions and assisting with the preparation of the Division's budget. The minimum requirements for the position, as stated on the job description prepared by the Department, include a bachelor's degree in civil engineering or architectural engineering and at least five years of professional experience in municipal engineering that includes three years of experience managing the design, construction or maintenance of public infrastructure. These requirements have not been assessed for purposes of staffing.

At the present time, this position is one of four section managers in the DPW-Infrastructure Services Division. These Sections include:

- Transportation Infrastructure
- Transportation Operations
- Bridges and Buildings
- Environmental

Currently the other management engineers leading these Sections are classified as Engineers In Charge. For that reason we recommend retitling this position as requested by the Department to Engineer In Charge in Pay Range 1KX.

Current:	Court Services Assistant IV	PR 6HN
Recommended:	Customer Services Representative III	PR 6HN

This position, which functions in the Municipal Court, performs a variety of duties and responsibilities including preparing cases for hearings; scheduling some hearings; providing customer service regarding the status of cases and information regarding Court policies and procedures; cashiering; and providing Spanish/English translation during Court proceedings. The minimum requirements for the position, as stated in the job description prepared by the Court, include one year of telephone/receptionist customer service experience and one year of experience as a Customer Service Representative II. The employee must be able to provide Spanish/English translation. These requirements have not yet been assessed for purposes of staffing.

In 2015 the job classifications for positions providing office support services to the Court were changed to titles in the Customer Service Representatives series. This title change will bring this position in line with other positions in that area. For that reason, we recommend this title change.

Current:	Quality Assurance Coordinator	PR 2IX
Recommended:	Fleet Systems Manager	PR 2IX

A job analysis conducted in January of this year indicates that the duties and responsibilities for this position in the DPW-Operations Division-Fleet Services Section have changed. The nature of work performed by this position has consequently changed from that of a "quality assurance analyst or coordinator" to a "fleet management analyst" with the primary goal of providing Fleet Services with the operational information required to efficiently and effectively manage and improve its operations. This requires administering two proprietary automated systems. In addition, the position manages purchasing, recordkeeping, and a payment for all fuel, including retail sales, and creates standard and *ad hoc* reports that drive decision making for fleet operations. The position is currently vacant.

The fleet management system, calls AssetWorks Fleet, tracks 3,400 pieces of equipment and components for DPW's fleet. The database associated with this system includes detailed information about each vehicle or piece of equipment, an inventory of automotive/equipment parts, work orders, repairs performed, time required for repairs, personnel who performed repairs, and other data. Since AssetWorks Fleet Focus is used by some 20+ employees, this position sets up user rights, login conditions, and passwords and trains users how to use the system. As with all systems, trouble shooting is also a part of the job.

The fuel management system, called AssetWorks Fuel Management, tracks the use of fuel at 26 control stations for 117 pumps at 19 different fuel sites in real time. In addition to managing the fuel system, this position administers the many fuel accounts that Fleet Services uses to purchase energy. This includes tracking and processing payments for all deliveries, preparing quarterly and annual reports of fuel use, and computing fuel prices for both internal and external sales. This position is also responsible for the maintenance of fuel-related equipment and ensuring that the correct substances are added to fuel.

The nature of work performed by this position combines managing business operations and administering two automated systems, one of which is primary. The management information produced by the position is used for long and short-term planning and decision-making in Fleet Services. Reports are used extensively for budget research and preparation. In addition, they are used to analyze the cost of operating vehicles, set rates for equipment, shop rates, and markups for parts; and research the cost effectiveness of fuel.

The Department has requested that this position be retitled. Although this position has not been analyzed to determine the minimum requirements for the job, this job analysis indicates that successful job performance requires information technology expertise as well as industry knowledge of fleet management practices and principles. The degree of responsibility exercised by the position, which extends across the Operations Division, is an important consideration. In this regard, the position is equivalent to that of a Business Operations Manager in Pay Range 1EX (\$58,462 - \$81,844) or ERS Business Operations Analyst in the same pay range. As this position is a professional level position without immediate direct reports, we would place the position in Pay Range 2IX (\$58,462 - \$81,844). As this position has oversight of fleet management systems we recommend the title of Fleet Systems Manager.

In light of the foregoing, we recommend that this position be classified as a Fleet Systems Manager in Pay Range 2IX (\$58,462 - \$81,844).

Current:	New Position	
Recommendation:	Communication Systems Manager	PR 1FX

A new position of was approved in the 2016 budget for the DPW-Operations Division-Fleet Services Section with responsibility in managing radio and GPS communications across DPW. As stated in the job description prepared by the department, this position will manage and direct the operation, maintenance, repair, installation, and upgrade of radio and GPS communications systems used by DPW to manage its fleet of vehicles and equipment, fueling systems, dispatching systems, GPS broadcasting devices, and reporting devices such as GIS-based vehicle location systems. The position will also provide direction to management teams within DPW regarding emerging technologies that will be used across DPW and general City departments. Duties and responsibilities will fall into the following broad categories:

- Radio Communications Infrastructure
- Automated Vehicle Location Systems
- Fuel Dispensing Communications Technology
- *AssetWorks Fleet Focus* System Infrastructure
- Next Generation Technology

This position will supervise a staff of eight including Vehicle Service Technicians, the Automotive Electrician and an Electronic Technician. The minimum requirements for the job, as stated in the job description prepared by the department include "advanced education or degree in IT, communications systems, or applicable engineering field and two years of experience installing maintaining and repairing communications devices and systems." Notable knowledge, skills, and ability include the ability to manage people and projects; strong knowledge of radio, wireless, and GPS systems; and an ability to establish and maintain business relationships.

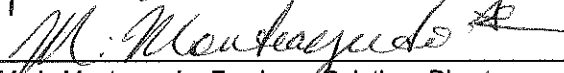
After researching the duties and responsibilities of Electronics Engineers, Electronics Mechanics, Wireless Technologies Technicians, and kindred occupations, we determined that the nature of work performed by this position could be described as that of a "telecommunications supervisor/manager, "communications systems supervisor/manager" or "communications supervisor/manager." The manager of the Police Department's communications infrastructure has the title of Communication Systems Manager in Pay Range 1FX (\$62,338 - \$87,270).

An important factor in determining an appropriate pay level for this position is whether the pay range will attract a well-qualified candidate. According to ERI, a salary survey service to which Employee Relations subscribes, the average rate of pay for a Communications Engineer in the Milwaukee area is \$77,404 annually. The 10th percentile was reported at \$65,597; the 75th percentile was reported as \$84,071.

Considering the comparable position of Communication Systems Manager in Pay Range 1FX within the Police Department, and the salary information, it is recommended that this position in Fleet Services be titled Communications Systems Manager in Pay Range 1FX. It should be noted that this job classification has a footnote that allows recruitment at any rate in the range subject to approval by the Employee Relations Director and Chair of the Finance and Personnel Committee.

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director