



**Department of Administration
Office of the Director**

Cavalier Johnson
Mayor

Preston Cole
Administration Director

December 1, 2023

The Honorable
Board of City Service Commissioners
200 East Wells Street, Rm. 706
Milwaukee, WI 53202

Dear Commissioners,

I respectfully request exemption from Civil Service for the new position of Innovation Director in the Department of Administration (DOA). The classification for this position is also being considered by the Commission at your meeting of December 5th, 2023. I have attached the current job description.

The Innovation Director will lead strategic planning citywide by benchmarking performance indicators against other organizations, identifying and implementing best practices and efficiencies and fostering a climate of innovation and creativity, critical to the continued growth and development of the City. Additionally, the Innovation Director will work closely with residents and community groups to identify avenues for collaboration. The incumbent will be a key member of the DOA leadership team and will serve as a policy adviser to the mayor, his staff and other elected officials.

It will be critical that the Innovation Director understands and articulates the policy directives of the mayor and maintains positive, effective relationships with elected officials within City and regional government.

Based upon the above and other factors, I respectfully request that the Innovation Director position be exempt from Civil Service. Please contact me at 414.286.8702.

Sincerely,

Preston D. Cole
Director of Administration





Department of Employee Relations

Cavalier Johnson
Mayor

Harper Donahue, IV
Director

Renee Joos
Employee Benefits Director

Nicole M. Fleck
Labor Negotiator

TO: Board of City Civil Service Commissioners

FROM: Kristin Hennessy Urban
Human Resources Manager

DATE: December 1, 2023

RE: Request from the Department of Administration to **exempt** the position of Innovation Director

<u>Position Title</u>	<u># of Positions</u>	<u>Pay Range</u>
Innovation Director	1	TBD

Please find attached a request from DOA Director Preston Cole to **exempt** the position of Innovation Director and a copy of the current job description. This is a new position in the 2024 City of Milwaukee Budget.

The Innovation Director was created to direct and facilitate strategic planning, steward new pilot programs and collaborate with outside organizations and individuals to augment and support a culture of innovation for the City of Milwaukee.

This position will be both public facing and policy oriented. The incumbent will be required to understand and articulate the broad public policy goals of the administration and of other elected officials. Additionally, the Innovation Director will represent the City of Milwaukee before governmental and public policy organizations.

For these reasons, I recommend that the request to exempt the new position of Innovation Director be approved.

Please contact me at 414.286.8643 should you have any questions or concerns.

JOB DESCRIPTION

FOR DER USE ONLY

Vacancy No.

City Service
Commission:
Fire & Police
Commission:

Finance
Committee:
Common
Council:

Instructions: Complete all sections. Refer to the *Guidelines for Preparing Job Descriptions* for instructions on completing specific items.

1. Date Prepared/ Revised: September 2023		2. Present Incumbent: N/A		Is incumbent underfilling position?	
3. Date Filled: N/A		4. Previous Incumbent: N/A		YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> If YES, indicate Underfill Title in box 10.	
5. Department: Department of Administration			Bureau: Division:		Unit: Section:
6. Work Location: City Hall, 6 th floor			Telephone: Email:		Work Schedule: Hours: 8 am-4:45 pm/M-F
7. Represented by a Union? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		8. Bargaining Unit: Non-Mgmt/Non-Rep If in District Council 48, which local?			9. FLSA Status (check one): <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt
10. Official Title: Innovation Director				Pay Range	Job Code
				1 MX	
Underfill Title (if applicable):					
Requested Title (if applicable):					
Recommended Title (DER Use Only):				Approved by:	
				Date:	

11. BASIC FUNCTION OF POSITION: In order to maximize the efficiency and effectiveness of services and operations, the Administrative Services Director (temporary appointment) will facilitate and implement the City's innovation strategy and initiatives.

12. DESCRIPTION OF JOB (Check if description applies to **Official Title** ☒ or **Underfill Title** ☐):

A. ESSENTIAL FUNCTIONS/Duties and Responsibilities: (Refer to the "Guidelines for Preparing Job Descriptions" for instructions on determining Essential Functions.)

% of Time	ESSENTIAL FUNCTION
30	Lead citywide strategic planning and innovation; steward new pilot programs and policies and outside collaboration with innovative people, organizations and industries. Develop demonstration projects jointly with internal staff that can improve the quality of life in the City and serve as models for other communities; explore and import innovations from other communities for testing where they may be applicable. Implement, standardize and refine the strategies and structures developed in collaboration with Ernst and Young and Wisconsin Policy Forum.
30	Actively promote a culture of innovation within City government. Serve as a consultant and facilitator for City employees, fostering innovation through exploration, communication and collaboration. Research and apply emerging trends, opportunities and technologies that are or may be relevant to local government
20	Identify substantial challenges and inefficiencies; work closely with departments to recommend, implement and test solutions.
10	Develop methods, procedures and quality objectives, including metrics for assessing productivity and impact. Develop and implement effective measures of progress toward outcomes and reporting tools to present information.
10	Promote and highlight the City's innovation initiatives before various Boards, Commissions and legislative bodies.

B. NAME AND TITLE OF IMMEDIATE SUPERVISOR:

Preston Cole, Director of Administration

C. SUPERVISION RECEIVED: (Describe the extent to which work assignments and methods are outlined, reviewed, and approved by this position's supervisor.) Reviews major initiatives with departmental director and Mayor's staff on a continuing basis. Work is reviewed only to ensure conformance to the overall

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objectives of the administration.

D. SUPERVISION EXERCISED:

Total number of employees for whom responsible, either directly or indirectly = 0.

Direct Supervision: List the number and titles of personnel directly supervised. Specify the kind and extent of supervision exercised by indicating one or more of the following = 0

E. MINIMUM QUALIFICATIONS REQUIRED: (Indicate the MINIMUM qualifications required to enter the job.)

i. **Education and Experience:**

Bachelor's degree in business administration, public administration, information technology or a closely related field.

Five years of experience performing policy development and analysis and strategic planning.

Equivalent combinations of education and experience may also be considered.

ii. **Knowledge, Skills and Abilities:**

Strategic Planning

- Knowledge of and ability to apply the principles and best practices of leading large-scale organizational transformation involving multiple stakeholders.
- Knowledge of and ability to apply process improvement and quality improvement principles, tools and practices.
- Ability to demonstrate a results-driven approach.
- Ability to influence and motivate a diverse stakeholder group toward a vision.
- Ability to establish accountability metrics.
- Ability to develop methods, procedures and quality objectives, including metrics for assessing productivity and impact.
- Ability to develop reporting tools to present complex information in simple terms.

Technical

- Thorough knowledge of and ability to efficiently utilize Microsoft Windows, Outlook, Excel and Word, or similar software.
- Ability to read and analyze scientific, technical and professional journals, financial reports and other job-related documents.
- Ability to apply statistical concepts to practical and abstract situations.
- Ability to develop and analyze budgets, complex spreadsheets and financial analyses.
- Knowledge of budget preparation, administration and execution.
- Ability to calculate statistics, trends and make projections.

Communication and Interpersonal

- Ability to write complex reports, correspondence, procedures, speeches and articles for publication.
- Exemplary written communication skills.
- Ability to effectively present information to top management, legislative bodies and the public.
- Ability to respond to sensitive inquiries or complaints from management, legislative bodies and the public.
- Ability to develop partnerships with other organizations in order to support innovation.
- Ability to be persuasive.

Judgment/Problem Solving/Reasoning

- Ability to make non-routine decisions, based upon existing policies, procedures and past practices.
- Ability to assess the impact of decisions and strategies upon the operations and the public.
- Ability to define problems, collect data, establish facts, draw valid conclusions and make recommendations.
- Ability to serve as an effective steward of city resources.
- Ability to deal with a variety of abstract concepts and variables.

iii. **Certifications, Licenses, Registrations:**

Recommended: Six Sigma, Lean, Lean Six Sigma or related certifications.

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- iv. Other Requirements:
N/A

13. PHYSICAL AND ENVIRONMENTAL DEMANDS: TOOLS AND EQUIPMENT USED

The Americans with Disabilities Act (ADA) of 1990, as amended by the Americans with Disabilities Act Amendments Act (ADAAA) of 2008 requires job descriptions to provide detailed information regarding the physical demands required to perform the essential functions of a job; the conditions under which the job is performed; and the tools and equipment the employee will be required to use on the job. Reasonable accommodations may be made to enable qualified individuals to perform the essential duties and responsibilities of the job for each of the categories listed below.

F. PHYSICAL ACTIVITY OF THE POSITION: (List the physical activities that are representative of those that must be met to successfully perform the essential functions of the job).

CHECK ALL THAT APPLY:

<input type="checkbox"/>	Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles, and the like; using feet and legs and/or hands and arms. Body agility is emphasized. Check only if the amount and kind of climbing required exceeds that required for ordinary locomotion.
<input type="checkbox"/>	Balancing: Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces. Check only if the amount and kind of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.
<input type="checkbox"/>	Stooping: Bending body downward and forward by bending spine at the waist. Check only if it occurs to a considerable degree and requires full use of the lower extremities and back muscles.
<input type="checkbox"/>	Kneeling: Bending legs at knee to come to a rest on knee or knees.
<input type="checkbox"/>	Crouching: Bending the body downward and forward by bending leg and spine.
<input type="checkbox"/>	Crawling: Moving about on hands and knees or hands and feet.
<input type="checkbox"/>	Reaching: Extending Hand(s) and arm(s) in any direction.
<input type="checkbox"/>	Standing: Particularly for sustained periods of time.
<input type="checkbox"/>	Walking: Moving about on foot to accomplish tasks, particularly for long distances.
<input type="checkbox"/>	Pushing: Using upper extremities to exert force in order to draw, press against something with steady force in order to thrust forward, downward or outward.
<input type="checkbox"/>	Pulling: Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.
<input type="checkbox"/>	Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position. Check only if it occurs to a considerable degree and requires substantial use of the upper extremities and back muscles.
<input type="checkbox"/>	Fingering: Picking, pinching, typing or otherwise working primarily with fingers rather than with the whole hand or arm, as in handling.
<input type="checkbox"/>	Grasping: Applying pressure to an object with fingers and palm.
<input type="checkbox"/>	Feeling: Perceiving attributes of objects such as size, shape, temperature or texture by touching with the skin, particularly that of the fingertips.
<input type="checkbox"/>	Talking: Expressing or exchanging ideas by means of the spoken word. Those activities which demand detailed or important instructions spoken to other workers accurately, loudly or quickly.
<input type="checkbox"/>	Hearing: Perceiving the nature of sounds with no less than a 40 db loss. Ability to receive oral communication and make fine discriminations in sound.
<input type="checkbox"/>	Repetitive Motions: Substantial movements (motions) of the wrist, hands, and/or fingers.
<input type="checkbox"/>	Driving: Minimum standards required by State Law (including license).

G. PHYSICAL REQUIREMENTS OF THE POSITION: (List the physical requirements that are essential functions of the job.)

CHECK ONE:

<input checked="" type="checkbox"/>	Sedentary Work: Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
<input type="checkbox"/>	Light Work: Exerting up to 10 pounds of force occasionally and/or negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for sedentary work and the worker sits most of the time, the job is rated for Light Work.

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<input type="checkbox"/>	Medium Work: Exerting up to 50 pounds of force occasionally and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
<input type="checkbox"/>	Heavy Work: Exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects.
<input type="checkbox"/>	Very Heavy Work: Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.

H. VISUAL ACUITY REQUIREMENTS: (List the visual acuity requirements that are essential functions of the job.)

CHECK ONE:

<input checked="" type="checkbox"/>	Operators (Electronic Equipment), Inspection, Close Assembly, Clerical, Administrative: This is a minimum standard for use with those whose job requires work done at close visual range (i.e. preparing and analyzing data and figures, accounting, transcription, computer terminal, extensive reading, visual inspection involving small parts, operation of machines, using measurement devices, assembly or fabrication of parts).
<input type="checkbox"/>	Machine Operators, Mechanics, Skilled Tradespeople: This is a minimum standard for use with those whose work deals with machines where the seeing job is at or within arm's reach. This also includes mechanics and skilled tradespeople and those who do work of a non-repetitive nature such as carpenters, technicians, service people, plumbers, painters, mechanics, etc. (If the machine operator also inspects, check the "Operators" box.)
<input type="checkbox"/>	Mobile Equipment Operators: This is a minimum standard for use with those who operate cars, trucks, forklifts, cranes, and high lift equipment.
<input type="checkbox"/>	Other: This is a minimum standard based on the criteria of accuracy and neatness of work for janitors, sweepers, etc.

I. THE CONDITIONS THE WORKER WILL BE SUBJECT TO IN THIS POSITION:

List the environmental/working conditions to which the employee may be exposed while performing the essential functions of the job. Include scheduling considerations such as on-call for emergencies, rotating shift, etc. **Approximate Percentage of time performing field work:** ____%

CHECK ALL THAT APPLY:

<input checked="" type="checkbox"/>	None: The worker is not substantially exposed to adverse environmental conditions (such as typical office or administrative work).
<input type="checkbox"/>	The worker is subject to inside environmental conditions: Protection from weather conditions but not necessarily from temperature changes (i.e. warehouses, covered loading docks, garages, etc.)
<input type="checkbox"/>	The worker is subject to outside environmental conditions: No effective protection from weather.
<input type="checkbox"/>	The worker is subject to extreme cold: Temperatures below 32 degrees for period of more than one hour.
<input type="checkbox"/>	The worker is subject to extreme heat: Temperatures above 100 degrees for periods of more than one hour.
<input type="checkbox"/>	The worker is subject to noise: There is sufficient noise to cause the worker to shout in order to be heard above the surrounding noise level.
<input type="checkbox"/>	The worker is subject to vibration: Exposure to oscillating movements of the extremities or whole body.
<input type="checkbox"/>	The worker is subject to hazards: Includes a variety of physical conditions, such as proximity to moving mechanical parts, electrical current, working on scaffolding and high places or exposure to chemicals.
<input type="checkbox"/>	The worker is subject to atmospheric conditions: One or more of the following conditions that affect the respiratory system or the skin: Fumes, odors, dust, mists, gases or poor ventilation.
<input type="checkbox"/>	The worker is subject to oil: There is air and/or skin exposure to oils and other cutting fluids.
<input type="checkbox"/>	The worker is required to wear a respirator.

J. MACHINE, TOOLS, EQUIPMENT, ELECTRONIC DEVICES, SOFTWARE, ETC. USED BY POSITION:

List equipment needed to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.)

CHECK ALL THAT APPLY:

<input type="checkbox"/> Camera and photographic equipment	<input checked="" type="checkbox"/> Office Equipment (desk, chair, telephone, etc.)
<input type="checkbox"/> Cleaning supplies	<input checked="" type="checkbox"/> Office supplies (pens, staplers, pencils, etc.)
<input type="checkbox"/> Commercial vehicle	<input type="checkbox"/> Packing materials (boxes, shrink wrap, etc.)
<input type="checkbox"/> Data processing equipment	<input checked="" type="checkbox"/> PC equipment (monitor, keyboard, printer, etc.)
<input type="checkbox"/> Handcart	<input checked="" type="checkbox"/> PC software
<input type="checkbox"/> Hand tools (<i>please list:</i>)	
<input checked="" type="checkbox"/> Office Machines (<i>check all that apply:</i>)	<input checked="" type="checkbox"/> Copier <input type="checkbox"/> Facsimile <input checked="" type="checkbox"/> Calculator <input type="checkbox"/> Cash register
<input type="checkbox"/> Other (<i>please list:</i>)	

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K. SUPPLEMENTARY INFORMATION: (Indicate any other information which further explains the importance, difficulty, or uniqueness of the position, such as its scope of responsibility related to finances, equipment, people, information, etc. Also indicate success factors such as personal characteristics that contribute to an individual's ability to perform well in the job, and any other special considerations.)

L. I believe that the statements made above in describing this job are complete and accurate.



Signature of Department Head or Designated Representative

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