



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

September 8, 2008

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

Dear Committee Members: Re: Common Council File Number 080524


The following classification and pay recommendations were approved by the City Service Commission on September 9, 2008. We recommend this classification and pay level, subject to approval by the City Service Commission:

In the Department of City Development, one position titled Administrative Assistant IV, PR 550 held by Theodora Benis was reclassified to Administrative Services Coordinator, PR 555.

In DPW-Water Works, one position titled Business Operations Manager, SG 008 currently vacant was reclassified to Water Customer Service Supervisor, SG 006.

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

Sincerely,



Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 2 Job Evaluation Reports
1 Fiscal Note

C: Mark Nicolini, Renee Joos, Jennifer Meyer, Marianne Walsh, Troy Hamblin, Betty Schraith, Richard Marcoux, Martha Brown, Judy Allen, Jean Laskowski, Theodora Benis, Jeffrey Mantes, James Purko, Carrie Lewis, Laura Daniels, Earl Smith

JOB EVALUATION REPORT

City Service Commission Meeting Date: September 9, 2008
 Department: City Development

Present	Request	Recommendation
Administrative Asst IV PR 550 (\$43,910-\$50,242)* Incumbent: Theodora Benis Rate: \$50,242	Administrative Specialist SG 002 (\$38,902-\$54,455)	Administrative Services Coordinator PR 555 (\$45,348-\$51,778)* New Rate: \$51,778*

*2006 Rates

Action Required

In the Salary Ordinance, under Pay Range 555, add the title of "Administrative Services Coordinator".

In the Positions Ordinance, under the Department of City Development, General Management and Policy Development Decision Unit, Office of the Commissioner, delete one position of "Administrative Assistant IV" and add one position of "Administrative Services Coordinator".

Background

The Department of City Development (DCD) has requested studies of several new and current positions as a result of direct Housing Authority positions and activities being moved to the Commissioner's Office and Development Center. Many of the positions have already been studied and reported on. This particular report focuses on one position of Administrative Assistant IV which has had some changes in duties and responsibilities as shown below. To study this position job descriptions were reviewed and discussions were held with the incumbent; the position's immediate supervisor, Jean Laskowski, Administrative Services Supervisor; Judy Allen, Resource and Administrative Manager; and Martha Brown, Deputy Commissioner-City Development.

Duties & Responsibilities

The basic function of this position is to serve as the coordinator for various departmental administrative functions and provide executive level support to the Commissioner – City Development and key staff in the Commissioner's Office. The duties and responsibilities include the following:

- 50% Serve as Departmental Administrative Coordinator
 Coordinate various functions in DCD including maintenance and custodial operations, records retention process, tracking system and responses to proposed State legislation, maintenance of the Commissioner's Office and Service Center equipment and the department's UPAF/Visions and Combined Giving Campaigns; serve as the department representative for the Mayor's Energy Efficiency Initiative within City governmental facilities, and as one of three

City representatives to the UPAF/Visions Steering Committee; process legal claims served upon DCD and the Redevelopment Authority for the City of Milwaukee (RACM); and process and review for form, content, and grammar all departmental correspondence for the Mayor's and Commissioner's signature.

45% Provide Confidential Executive Level Support to Commissioner- City Development

Coordinate meetings between top level executives, the Mayor and the Commissioner and provide background material as needed; coordinate personal appearances for the Commissioner on behalf of the Mayor as directed by the Mayor; review and prioritize all correspondence addressed to the Commissioner and route it to staff for action or information; receive and screen all of the Commissioner's incoming communication via the telephone and private voice mailbox; coordinate and reconcile travel arrangements for the Commissioner and accompanying staff; and perform general research regarding departmental issues and projects upon request.

5% Provide Confidential Executive level Support to the Deputy Commissioner - City Development, Human Resources Manager, and other key members of the Commissioner's Staff

Process highly confidential human resources paperwork; coordinate and schedule meetings; screen telephone calls and inquiries; resolve or refer complaints to appropriate staff; and coordinate and reconcile travel arrangements.

Requirements for this position include four years of progressively responsible executive level support experience; excellent oral and written communication skills; an ability to organize, manage multiple and competing priorities, exercise independent judgment, maintain confidentiality, function in a team environment, and interact professionally with all levels of government, the private sector and the general public; and knowledge of the Microsoft Office Suite, and the organization and operation of DCD, RACM, the City Plan Commission, and the Historic Preservation Commission.

Changes to the Position

Changes in this position include the additional duties of coordinating maintenance and custodial services for DCD and serving as a liaison with the Building Services Supervisor II from the Department of Public Works; coordinating and overseeing the records center and retention process for the department which includes processing and organizing numerous records from the past; coordinating responses to proposed state legislation and providing it to the Intergovernmental Relations Division of the Department of Administration; coordinating and serving on the Energy Efficiency Committee; and having more emphasis on obtaining information to help the Commissioner prepare for numerous speaking engagements.

Comparison to Other Positions

This position was last studied in 1996 when it was classified as Administrative Assistant IV in Pay Range 550 as part of the city-wide Office Support Study. The Administrative Assistant job series includes all office support positions performing secretarial duties

directly supporting the work of one or more managers or high level professionals. The classification of Administrative Assistant IV is the highest level of the Administrative Assistant job series and is reserved for those positions that serve as a secretary to the head of a large and complex department such as the Police Department, Fire Department, Department of City Development or the Health Department. These positions perform advanced, diversified, and confidential secretarial and administrative duties. These duties include searching records and databases for information needed by management for reports, speeches and other uses; and following up on correspondence, projects, and requests from the Department Head to others in the organization.

The standard for reclassification is not only whether there have been changes in the duties and responsibilities but whether the changes increase the level of responsibility. Some of the changes listed above, such as coordinating responses to state legislation and obtaining information to assist in the preparation of speeches and reports, are consistent with the current classification of Administrative Assistant IV. Other changes, such as department wide coordination of records retention, and maintenance and custodial services, are not.

The changes in duties and responsibilities listed above have shifted the focus of the position under study from serving strictly as a secretary to the Commissioner to also serving as the Department's Administrative Coordinator. Previously nearly 100% of the time was spent on traditional secretarial duties consistent with the Administrative Assistant IV classification. With the reorganization of duties in the Office of the Commissioner, however, the percentage of time spent on traditional secretarial duties has decreased to 50%. The other half of the time is spent on significant department-wide coordination and administrative functions such as records retention for a high profile department and oversight of maintenance and custodial services.

In studying this position comparisons were made to several other positions including the following:

Program Assistant III in Pay Range 550 (\$43,910 - \$50,242) (2006 Rates)

The specification for the Program Assistant job series indicates that 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 term "program" is intended to be broad in application, encompassing the work of a bureau, division, section, or specific program in a department.

There are three levels of Program Assistant. The highest level, Program Assistant III, is for positions that perform a variety of duties and responsibilities to support a significantly complex program or area of operations within a City Department. In addition to requiring the equivalent knowledge and skill obtained with a bachelor's degree, these positions require in-depth knowledge of technical and/or administrative processes. Other Program Assistant III positions are located in the Department of Public Works, Department of Administration and the Fire and Police Commission.

Municipal Court Clerk II in Pay Range 555 (\$45,348 - \$51,778) (2006 Rates)

The basic function of this position is to serve as a leadworker to the other Municipal Court Clerks. This includes training, daily assignments, and insuring that proper court records are maintained in addition to attending all assigned sessions of court, preparing

and maintaining case records and ad hoc reports, maintaining recorded tape files, and performing other administrative duties to ensure that the judgments and orders of the Court are carried out.

Executive Administrative Asst II in Salary Grade 002 (\$38,902 - \$54,455) (2008 Rates)

The specification for the Executive Administrative Assistant job series indicates that this classification is reserved only for those positions that perform secretarial and administrative duties directly for elected officials. There are two levels, Executive Administrative Assistant I in Salary grade 001 and Executive Administrative Assistant II in Salary Grade 002. The "I" level is intended to be an underfill for the "II" level. After two years of successfully performing the job at the "I" level an individual would have the opportunity to be promoted to the "II" level.

The specification also indicates that the duties and responsibilities performed generally conform to that of the Administrative Assistant IV classification which is the current classification of the position under study. The reasoning for allocating the classifications of Executive Administrative Assistant I and II in Salary Grades 001 and 002 is that the negative effects of poor performance, poor judgment, and consequence of error has a serious, direct, immediate, and personal impact upon the elected official to a degree that is not experienced by other top managers in City government.

Administrative Specialist in Salary Grade 002 (\$38,902 - \$54,455) (2008 Rates)

There are several positions of Administrative Specialist in the City Service. Generally, these positions perform a wide variety of administrative, technical and supervisory duties. For example, one position in the Intergovernmental Relations Division of the Department of Administration serves as an office manager and performs administrative duties related to state legislation, administrative rules, and fiscal policy. Duties include processing state legislative bills with accompanying amendments, fiscal notes, and annotated responses by elected officials and city departments; following up on legislative issues and maintaining a legislative database; and working on the Division accounting, budget preparation and development, and maintenance of records on funds and expenditures, payroll, and personnel matters.

A previous position of Administrative Specialist in DCD had the basic function of serving as the DCD liaison that interfaces with the Common Council, the Mayor's Office, and the Intergovernmental Relations Division of the Department of Administration. The position also functioned as the Office Coordinator for the Office of the Commissioner, served as the Open Records Coordinator and supervised two Administrative Assistant IV positions.

Document Services Supervisor in Salary Grade 002 (\$38,902 - \$54,455) (2008 Rates)

The basic function of this position is to supervise the daily activities and services provided by the Document Services Center staff and contribute to the growth and development of operations as well as the citywide records management program. This involves the supervision of seven Document Technicians who perform document reproduction, mail services, and records management and storage.

Analysis and Recommendation

In making comparisons to other classifications we found the position under study to be slightly stronger than the Program Assistant III classification in Pay Range 550 because of the combination of high level Administrative Assistant duties and responsibility for

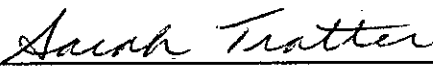
significant department-wide functions. Similar to the Executive Administrative Assistant II in Salary Grade 002 this position is performing Administrative Assistant IV level duties but has an additional factor that raises the level. For the Executive Administrative Assistant classification the additional factor is the higher consequence of error in performing secretarial and administrative duties directly for an elected official. For the position under study the additional factor is time spent on significant department-wide coordination and administrative functions.


Although there are some differences between the position under study and the previous Administrative Specialist position in DCD in Salary Grade 002 there are also some similarities including serving as a liaison with other departments and coordinating various administrative programs and procedures within DCD. The Document Services Supervisor position in Salary Grade 002 works with city wide records retention and the Document Service Center. Although the position does not have responsibility for other areas like the position under study it does supervise several staff members.

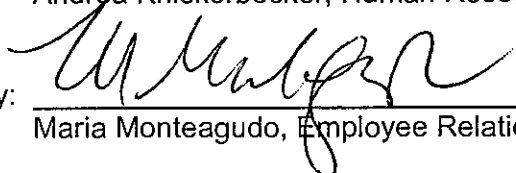
Despite similarities to other positions in the management Salary Grade 002 the position under study does not have supervisory responsibilities. With the new management pay plan structure we do not recommend that the position be placed in a management salary grade. Rather, we recommend the position be placed in Pay Range 555 (\$45,348 - \$51,778) (2006 Rates) which will provide an additional step and is comparable to Salary Grade 002. This pay range includes the classification of Municipal Court Clerk II which performs high level administrative duties for the Municipal Court and serves as a leadworker for six positions of Municipal Court Clerk I.

We also recommend creating the new title of Administrative Services Coordinator which reflects a greater emphasis on department-wide coordination and administrative functions. Generally, we would expect a position in this recommended new classification of Administrative Services Coordinator in Pay Range 555 to perform advanced, diversified, and confidential secretarial and/or administrative duties requiring broad and comprehensive experience, skill, and knowledge of organization policies and practices for a large and complex department. In addition, a large percentage of time would be spent on significant department-wide coordination and administrative functions such as record retention, legislative response, and building and custodial services.

Based on the above analysis we recommend reclassifying this position of Administrative Assistant IV in Pay Range 550 to Administrative Services Coordinator in Pay Range 555.

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: September 9, 2008
 Department: Department of Public Works-Water Works

Current	Request	Recommendation
Business Operations Manager SG 08 (\$57,028 - \$79,836) Vacant Position	Customer Services Manager SG 06 (\$50,206 - \$70,295)	Water Customer Service Supervisor SG 06 (\$50,206 - \$70,295)

Action Required

In the Salary Ordinance, under Salary Grade 006, add the title of "Water Customer Service Supervisor".

In the Positions Ordinance, under the Department of Public Works – Water Works, Business Organization, Accounting Services Section, delete one position of "Business Operations Manager" and under Commercial Services, add one position of "Water Customer Service Supervisor."

Background

In a letter dated April 25, 2008, Carrie Lewis, Water Works Superintendent, requested a reclassification study of a vacant position of Business Operations Manager in Salary Grade 008. A job description was submitted and reviewed and discussions were held with Earl Smith, Water Business Manager and Laura Daniels, Administration and Projects Manager.

Duties and Responsibilities

The basic function of this position is to manage the Customer Service work group to provide a professional, effective, and efficient response to customers using the customer information computer system for approximately 161,000 accounts of the Milwaukee Water Works (MWW). This includes overseeing the provision of telephone, fax, and counter customer activities including bill paying, requests for account clarification, address changes, and requests for service to maintain excellent customer service. On a daily basis the MWW Customer Service Center handles an average of 300 phone calls, 160 walk-in customers, and over 450 customer contacts through the interactive voice response (IVR) system and email/web connections. Duties and responsibilities include the following:

- 50% Manage the customer service workgroup activities by providing Customer Service Representative III's with detailed orientation, training and coaching to be effective in their daily duties; ensure that customers are responded to with professionalism, courtesy, and accurate information; review telephone activities by monitoring individual calls being answered and analyze Call Center data and provide helpful feedback to staff; provide staff with updated information, current

events, and changes that may affect customers and workload so they are equipped with all the necessary information available to respond appropriately to customers; review work process flow, and recommend and implement improvements; document improvement by maintaining up to date procedure manuals; and manage workload of staff and work environment to reduce burnout factor and encourage teamwork and collaboration.

- 20% Compile statistics on customer service activities to monitor telephone answering response times, calls dropped, waiting times, etc. to analyze effectiveness of staff response and ensure excellent customer service; respond to customers who require more attention than can be provided by staff; review accounts, provide answers and explanations, and request further assistance from other work units, if needed, to meet the needs of the customer; and respond to requests for information and reports in a timely manner.
- 15% Oversee the management of the cashiering activities and the Management Accountant – Senior position to ensure accurate bill paying, collection procedures, proper cash and various payment methods and handling procedures are in place and strictly adhered to; and provide reviews and audits to ensure accuracy and prevent errors or discrepancies.
- 10% Coordinate customer information data and changes such as account histories, adjustments, and owner changes; collaborate with other work units in the Business Section, Information Technology group, the Department of Public Works, and the Budget and Management Division of the Department of Administration to provide customer service input and keep staff abreast of upcoming changes and MWW response; and coordinate with IT staff for operational effectiveness of IVR system and provide input for necessary changes to stay current and correct.
- 5% Other duties as assigned.

Requirements include a Bachelor's Degree in Business Administration, Business Management, Retail Science or related degree and five years of experience in customer service with three years of experience in supervision of a telephone/counter operation. Other requirements include an ability to create effective and collaborative teams, and handle irate customers with tact and diplomacy; computer skills; and knowledge of Excel, MS Word, Windows, and general cash handling and reconciling procedures. Equivalent combinations of education and experience may be considered.

Analysis & Recommendation

The Water Works currently has a vacant position of Business Operations Manager in Salary Grade 08. The Department has reassigned the duties of the Business Operations Manager position to other management positions in the department and has requested the creation of a Customer Service Manager in Salary Grade 06. Oversight of the Customer Service workgroup had previously been shared by a number of different managers.

The Department is requesting to centralize responsibility for oversight and supervision of the Customer Service work group with this new Customer Service Manager position. This work

group includes a Management Accountant Senior in Salary Grade 04 and twelve positions of Customer Service Representative III in Pay Range 445.

In studying this position, comparisons were made to a number of other management positions including the following:

DPW Customer Service Supervisor in Salary Grade-05 (DPW – Administrative Services)

The basic function of this position is to be responsible for managing the Department of Public Works (DPW) Call Center including the processing of phone calls for service and online service requests. Duties and responsibilities include reviewing all citizen requests for information and services; monitoring all requests to ensure they are processed in a timely, accurate, and professional manner; working closely with DPW Divisions to keep informed of their respective operations and programs and to ensure that staff is well informed; updating the Call Center Manual to reflect changes in service areas; and preparing and updating reports on Call Center statistics. This position supervises one Customer Service Representative IV and three Customer Service Representative III positions plus three temporary positions.

Parking Enforcement Assistant Manager in Salary Grade 06 (DPW – Administrative Services)

The basic function of this position is to be responsible for managing the Parking Information Desk on a 24/7 schedule including the handling of citizen parking inquiries and complaints, processing night parking permissions, and managing vehicle towing dispatch operations. This position also coordinates the Parking Information Desk with Parking Enforcement and Tow Lot Operations; and assists in the supervision of Parking Enforcement personnel. This includes responsibility for over twenty staff.

Customer Services Manager in Salary Grade 07 (City Treasurer's Office)

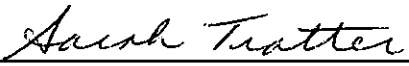
The basic function of this position is to supervise the day-to-day operations of the Customer Services Division which includes overseeing the opening, sorting and distribution of mail; preparation of on-line bills for real estate and personal property taxes, special improvement bonds, and accounts receivable invoices; preparation of daily reports to record receipts, disbursements, and adjustments on tax related transactions to the proper accounts; and providing attorneys, lending institutions, abstract companies, realtors and the general public with tax account information by phone, written correspondence, email, or in person. Other duties include representing the City Treasurer's Office at monthly Board of Review Meetings and Common Council hearings on tax related matters; reviewing and approving requests for tax account status changes; and serving as a liaison to escrow agents. This position supervises one management position in Salary Grade 05, eight positions of Customer Service Representative II, and 15 temporary positions.

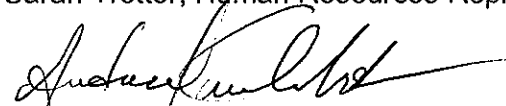
The position under study is stronger than the DPW Customer Service Supervisor in Salary Grade 05 because of the more extensive knowledge needed of Water Works accounts and for overseeing cashiering and collection procedures. The position under study is not as strong as the Customer Service Manager position in Salary Grade 07 because of the responsibility associated with supervising staff involved with collection of annual property taxes and the responsibility associated with representing the elected City Treasurer before the Board of Review and Common Council hearings. The position under study is most similar to the Parking Enforcement Assistant Manager in Salary Grade 06 which requires an in-depth knowledge of

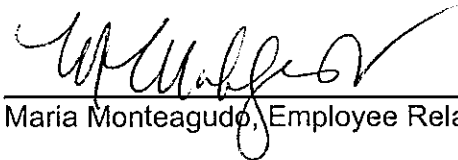
parking and towing policies, has responsibility for over twenty staff, and assists in managing the Parking Information Desk on a 24/7 schedule.

The department has requested the title of Customer Service Manager for this new position but because this title currently exists in Salary Grade 07, we recommend the title of Water Customer Service Supervisor in Salary Grade 06.

Based on the above analysis we therefore recommend this vacant position of Business Operations Manager in Salary Grade 08 be reclassified to Water Customer Service Supervisor in Salary Grade 06.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

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Maria Monteagudo, Employee Relations Director