



Department of Employee Relations

February 8, 2001

John O. Norquist
Mayor

Jeffrey Hansen
Director

Florence Dukes
Deputy Director

Frank Forbes
Labor Negotiator

Michael Brady
Employee Benefits Manager

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

Dear Committee Members: Re: Common Council File Number 001445

The following classification and pay recommendations were approved by the City Service Commission on February 6, 2001:

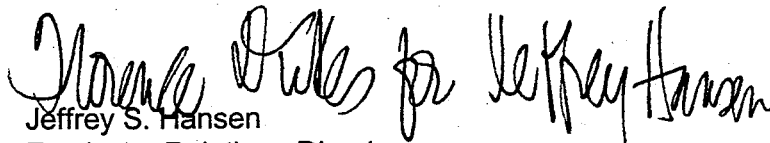
In the Department of City Development, one vacant position of Neighborhood Development Analyst-Senior, Salary Grade 004 was reclassified to Economic Development and Media Specialist, Salary Grade 006.

In the Health Department, one vacant position of Public Health Nurse Supervisor, Salary Grade 007, was retitled to Communicable and Infectious Disease Program Supervisor, Salary Grade 007.

In the Department of Public Works, Infrastructure Services Division, various classification and compensation levels are recommended for twelve new or modified positions in the 2001 budget.

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

Sincerely,


Jeffrey S. Hansen
Employee Relations Director

JSH:pb

Attachment: 3 Job Evaluation Reports
 Fiscal Note

c: Frank Forbes, Laura Engan, Julie Penman, Kimberly Nistler, Seth Foldy, M.D., Maria Monteagudo, Mariano Schifalacqua, Jeff Polenske, Clark Wantoch, Frank Bock, John English, John Garland, Robert Klaus and Eyad Mizian

200 East Wells Street, Room 706, Milwaukee, WI 53202, Phone (414) 286-3751, FAX 286-2106, TDD 286-2960
Employee Benefits and Labor Relations - Room 701 • Labor Relations Phone (414) 286-2356
Medical Benefits Phone (414) 286-3184 • Worker's Compensation (414) 286-2020

JOB EVALUATION REPORT

City Service Commission Meeting Date: February 6, 2001

Incumbent: Vacant Department: City Development

Present	Request
Title: Neighborhood Development Analyst-Senior	Title: Not Designated
Salary Grade: 004 (\$36,593-51,230)	Salary Grade: 006 (\$41,572-58,206)
Current Rate: Not Applicable	Source: Department
Recommendation: Title: Economic Development & Media Specialist Salary: Salary Grade 006, (\$41,572 – 58,206) New Rate: Not applicable--position is vacant	
Rationale: This reports recommends the reclassification of a vacant Neighborhood Development Analyst-Senior (SG 004) to Economic Development & Media Specialist (SG 006). The position has taken a lead role in managing media relations for the Housing Authority and is performing economic development work comparable to other Salary Grade 006 positions in the Economic Development Division of the department. This position's salary is 100% Housing Authority funded.	
History of Position: This position was retitled from Economic Development Analyst-Senior to Neighborhood Development Analyst-Senior in 1992.	

Action Required:

In the Salary Ordinance, under Salary Grade 006, add the title "Economic Development and Media Specialist."

In the Positions Ordinance, under Department of City Development, Office of the Commissioner, delete one position of Neighborhood Development Analyst-Senior (Y) and add one position of Economic Development and Media Specialist (Y).

Background

The Department of Employee Relations received a request from the Department of City Development in March 2000 to reclassify the position of Neighborhood Development Analyst-Senior previously held by Dwayne Edwards in the Commissioners office. A new job description and a job analysis questionnaire were provided. Discussions were held with Kim Nistler, Personnel Officer, previous incumbent Dwayne Edwards, and Commissioner Julie Penman.

Duties, Responsibilities, and Requirements

The basic function of this position is to undertake activities and projects designed to strengthen Milwaukee's business environment, including data gathering and analysis, addressing work force supply and quality issues, and seeking and coordinating additional resources for business development. Duties, responsibilities, and minimum requirements include:

- 55% Media Relations Coordinator for Department of City Development, Housing Authority of the City of Milwaukee Economic Development Corporation (MEDC)
 - Responsible for writing press releases, arranging interviews, press conferences, newsletters, and provide and gather information for news media outlets in Milwaukee and southeastern Wisconsin to ensure accurate information is dispersed for various forms of publication.

- 25% Manage a statewide economic development tax benefit initiative for small businesses in the City of Milwaukee
 - Use knowledge of the community development practices as it relates to the expansion and retention of manufacturers and other small businesses of development zone areas. Coordinate a 5 million-dollar program for over 60 small businesses in Milwaukee.
 - Provide technical assistance, consult, and advise prospective businesses, their professional advisors and local officials on the eligibility and applicability of the tax credit program
 - Make oral presentations and use human relations skills to communicate development zone opportunities are important also for one-on-one, small group, and before large audiences. Also communicating the Department's programs and processes to businesses and organizations looking for help to forge business partnerships.
 - Develop and maintain effective working relationships with local economic development officials, elected officials, non-profits, agency staff, other state agencies, constituents, etc. is also a key asset in performing this highly professional work

- 10% Business Problem Solving to provide business and property owners with assistance in accessing government services and dealing with local and state government
 - Assist in business retention and recruitment efforts for designated business districts and neighborhoods in Milwaukee.

- 10% Staff Assistant to Commissioner, Department of City Development and Mayors Office to include all duties where needed on behalf of mayor or Commissioner to achieve City of Milwaukee's mission to make Milwaukee a good place to live, work, and do business
 - Attend meetings and social functions as a resource to gather information to provide knowledge to help staff and elected officials make informed decisions about policies and programs.

The position requires a Bachelors Degree in public administration or a closely related field and two years related experience in economic development.

Changes in Duties and Responsibilities

The Neighborhood Development Analyst-Senior had traditionally been involved in providing assistance to the Economic Development & Policy Coordinator in the Office of the Commissioner. Duties and responsibilities were to assist in dealing with the media and to a much lesser extent, to participate in ongoing activities and projects performed by the neighborhood economic development section.

Due to a shift in priorities in DCD and ever-increasing media pressures, the position has been given additional responsibilities that include:

- Moving from assisting the Economic Development & Policy Coordinator with media relations to taking a lead role in managing media relations for the Housing Authority.
- Taking on more complex economic development responsibilities including management of the state Economic Development Tax Benefits Initiative for small businesses in the City of Milwaukee.

Standards Used in Determining Reclassification for Management Positions

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

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

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

Analysis According to Job Evaluation Factors

The current profile for the Neighborhood Development Analyst-Senior is as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability (IA)	4	68
Knowledge & Skills (KS)	4	57
Relationships Responsibility (RR)	5	32
Working Conditions (WC)	1	<u>5</u>
Total Points		162
Salary Grade 4 Points: (152-174)		

Specific duties and responsibilities of this position are comparable to other economic and neighborhood development positions in the Department of City Development. These include the Economic Development Policy Coordinator, SG 009 and Economic Development Specialist, SG 006. In addition, the position has comparability in duties and responsibilities with the Public Relations Supervisor SG 006 in the Common Council-City Clerk's Office.

The Economic Development Policy Coordinator (SG 009) in DCD plans and coordinates strategies designed to facilitate successful accomplishment of the Department's economic development initiatives and goals. This includes creating jobs, attracting businesses, increasing development and redevelopment, and establishing and implementing planning guidelines. The position ensures policy coordination among departmental divisions, including the Economic Development & Planning Divisions. A significant responsibility of this position involves coordinating media relations and serving as primary spokesperson and media resource on Economic Development policy and other departmental issues.

The Economic Development Specialist (SG 006) in DCD works independently with banks, brokers, and other private sector contracts to retain jobs and to stimulate and secure new private job-generating investment in the City of Milwaukee. The position works closely with division personnel to identify problems affecting companies, continue operations in Milwaukee, and development opportunities. The position aids in the delivery of programs and provides staff support to senior division personnel.

The Public Relations Supervisor (SG 006) in CCCC assists the Manager of the Public Relations and Communications Section in the public relations and publications functions of the Section. This includes writing new releases, newsletters, speeches, brochures, flyers, reports, and promotional materials. It also includes maintaining various new media contacts, arranging news conferences, and disseminating information to the news media. This position supervises four employees in providing public relations and publishing functions.

The economic development and business problem-solving responsibilities for this position are most comparable to those of the Economic Development Specialist (SG 006). The difference lies in the responsibility the position has taking on in managing media relations for the Housing Authority. For these duties and responsibilities, the position is most comparable to those of the Public Relations Supervisor (SG 006) in the City Clerk's Office. The duties and responsibilities of the Economic Development Policy Coordinator (SG 009) include both economic development and media relations functions. However, the responsibilities of this proposed position are at a lower level of impact and accountability than that of the Economic Development Policy Coordinator (SG 009).

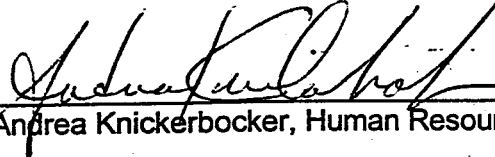
Based on this analysis, the scope of duties and responsibilities for this position has expanded and justifies a change in level. The profile for this proposed position is as follows:

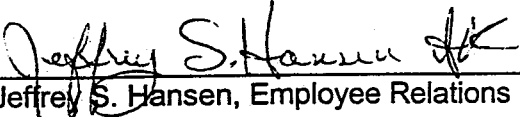
<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability (IA)	7	104
Knowledge & Skills (KS)	5	68
Relationships Responsibility (RR)	6	38
Working Conditions (WC)	1	5
Total Points		215

Salary Grade 6 Points: (201-230)

Recommendations

For these reasons, we recommend the position be classified as Economic Development and Media Specialist in Salary Grade 006.

Prepared By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Jeffrey S. Hansen, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: February 6, 2001

Incumbent: Vacant

Department: Health

Present	Request
Title: Public Health Nurse Supervisor	Title: STD/HIV Program Manager
Salary Grade: 007 (\$44,315 to \$62,037)	Salary Grade: 007 (\$44,315 to \$62,037)
Current Rate: Not applicable	Source: Department
Recommendation: Title: Communicable and Infectious Disease Program Supervisor Salary: Salary Grade 007 (\$44,315 to \$62,037) New Rate: Not applicable--position is vacant	
Rationale: This report recommends the retitling of a Public Health Nurse Supervisor to a new title of Communicable and Infectious Disease Program Supervisor. The position will continue to manage the STD/HIV program, manage grants and budgets, supervise staff, and collaborate with community and state organizations to ensure program goals are met. The department will now however be able to expand recruit to include those with administrative and program management experience, in addition to those with a nursing background.	
History of Position: This Public Health Nurse Supervisor position was last studied as a part of the management classification review in 1987.	

Action Required:

In the Salary Ordinance, under Salary Grade 007, add the title "Communicable and Infectious Disease Program Supervisor."

In the Positions Ordinance, under Health Department, Sexually Transmitted Disease clinic, delete one position of Public health Nurse Supervisor (X) and add one position of Communicable and Infectious Disease Program Supervisor (X).

Background

The Department of Employee Relations received a request from the Health Department in December 2000 to retitle the Public Health Nurse Supervisor position previously held by MaryJoyce Hotelling to STD/HIV Program Manager. A new job description was provided and discussions held with Maria Monteagudo, Personnel Officer.

Duties, Responsibilities, and Requirements

The basic function of this position is to provide leadership in the Milwaukee Health Department's (MHD) comprehensive Sexually Transmitted Disease (STD) and Human Immunodeficiency Virus (HIV) program areas and provide overall program direction toward meeting clinical, community, and data information needs of the STD and HIV program. Duties, responsibilities, and minimum requirements include:

- 35% **Program Management & Development**
 - Establish and monitor program goals, direction, and outcomes
 - Develop and implement STD/HIV action team and outcomes for this focus area for the Health Department and Milwaukee community
 - Develop, integrate, and monitor program outcomes/action plans for STD and HIV issues
 - Provide direction to insure that Milwaukee's program moves forward in concert with national objectives and keeps abreast of national STD/HIV initiatives
 - Serve as primary spokesperson for STD/HIV programs for the MHD
 - Collaborate with and direct multiple grants in STD/HIV areas to assure goals, objectives, and outcomes are met
 - Work closely with the MHD Associate Medical Director, STD Public Health Nurse (Charge Nurse), and Nurse practitioner to assure STD/HIV protocols are current and enforced.

- 30% **Management & Administration**
 - Assist in preparation and monitoring of grant applications and budgets
 - Develop and monitor contracts with professionals and community based organizations (CBO's)
 - Prepare reports, briefings, and updates as necessary
 - Facilitate site visits for program partners and grantors
 - Assure appropriate program staff composition
 - Interact with City government units, non-City agencies and CBOs as necessary
 - Provide professional expertise to research project proposals and undertakings
 - Manage all building needs of the Clinic

- 20% **Supervision**
 - Direct and supervise program staff in STD/HIV areas
 - Provide input into hiring, evaluation, and promotion process
 - Assess work performance and provide monitoring, staff development, and training as necessary
 - Promote professional development and accountability in a supportive environment
 - Work with the MHD Personnel Office regarding personnel issues of STD/HIV program staff

- 15% **Community Leadership**
 - Collaborate with the MHD STD/HIV management team, local Health Departments, State Division of Health, Medical College of Wisconsin, Children's Hospital of Wisconsin, ARCW, and other community health center, managed care organizations, physician networks, and private physicians to assure program goals are met.

- Provide leadership to the MHD regarding preventive STD/HIV activities
- Coordinate efforts with other coalitions and initiatives and draw on available sources for technical assistance
- Identify, recruit, develop, support, and maintain primary partners around STD/HIV awareness and service delivery
- Advocate for community empowerment toward community ownership of STD/HIV issues and long-term infrastructure improvements.

The position requires a Master's Degree in Administration, Community Health, Health Education, Human Services, Management, Nursing, Public Health, Social Work, or related field and three years of progressively responsible experience in community health, education, health education, human services, nursing, public health, social work, or related field. Experience must include two years of program management or supervision in the areas of program planning, budget development and monitoring, contract development, staff development team management, and quality assurance. Equivalent combinations of education and experience may be considered.

Analysis

In the past, the position required at least a BA in nursing and three years of public health nursing experience to oversee clinical services provided at the clinic. However, the MHD now has a Nurse Practitioner and medical direction and oversight provided by a physician under contract to fulfill that requirement.

The requirements for this position are for an individual with administrative and program management experience. Although a nursing background would be beneficial, formal training in management and administration, community or health education, public health, or social work will also meet the current needs of the STD/HIV program.

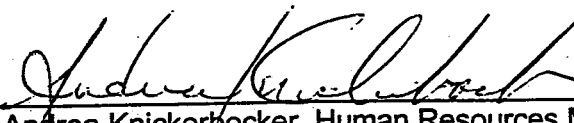
The position will continue as before to manage the STD/HIV program, manage grants and budgets, supervise staff, and collaborate with community and state organizations to ensure program goals are met.

The profile for the proposed Communicable and Infectious Disease Program Supervisor is as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability (IA)	7	104
Knowledge & Skills (KS)	7	94
Relationships Responsibility (RR)	7	46
Working Conditions (WC)	2	<u>7</u>
	Total Points	251
	Salary Grade 7 Points: (231-265)	

Recommendations

This report recommends the retitling of a Public Health Nurse Supervisor to a new title of Communicable and Infectious Disease Program Supervisor with no change in salary grade.

Prepared By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Jeffrey S. Hansen, Employee Relations Director

Employee Relations
Team A

JOB EVALUATION REPORT

City Service Commission Meeting Date: February 6, 2001

This report recommends appropriate classification and compensation levels for position changes appearing in the 2001 City of Milwaukee budget. The recommendations contained in this report are for twelve new or modified positions in the Department of Public Works-Infrastructure Services Division.

In reviewing these positions, staff analyzed new job descriptions, held discussions with management representatives within the division, and in some cases conducted detailed job comparisons.

Current Classification	Request	Recommendation
Incumbent: Jeffery Dellemann Title: Street and Bridge Services Manager Salary Grade: 014 (\$69,266 to \$96,976 annual) Current Rate: Salary Grade 013 Step 9, \$82,981 annually	Title: Street and Bridge Services Manager Salary Grade: 013 (\$64,973 to \$90,969 annual)	Title: Street and Bridge Services Manager Salary Grade: 013 New Rate: No change Effective Pay Period 1, 2001
Incumbent: Steven Sitzberger Title: Street Repair District Manager-Senior Salary Grade: 010 (\$53,660 to \$75,125 annual) Current Rate: Salary Grade 009 Step 6, \$58,670 annually	Title: Street Repair District Manager Salary Grade: 009 (\$50,351 to \$70,489 annual)	Title: Street Repair District Manager Salary Grade: 009 New Rate: No change Effective Pay Period 1, 2001
Incumbent: Robert Fenske Title: Bridge Operator Supervisor Salary Grade: 004 (\$36,593 to \$51,230 annual) Current Rate: Salary Grade 004 Step 7, \$43,963 annually	Title: Bridge Operator Supervisor Salary Grade: 005 (\$39,008 to \$54,614 annual)	Title: Bridge Operator Supervisor Salary Grade: 005 New Rate: \$45,452 annually Effective Pay Period 1, 2001
New Position	Title: Bridge Laborer Crew Leader Pay Range: 245 (\$31,060 to \$34,339 annual)	Title: Bridge Laborer Crew Leader Pay Range: 245 New Rate: NA
New Position	Title: Management and Accounting Officer Salary Grade: 006 (\$41,572 to \$58,206 annual)	Title: Management and Accounting Officer Salary Grade: 006 New Rate: NA

<p>Incumbent: Ralph Sorenson Title: Field Operations Inspection Specialist Salary Grade: 004 (\$36,593 to \$51,230) Current Rate: Salary Grade 004 Step 12, \$51,230 annually</p>	<p>Title: Field Operations Inspection Specialist Salary Grade: 005 (\$39,008 to \$54,614 annual)</p>	<p>Title: Field Operations Inspections Specialist Salary Grade: 005 New Rate: \$52,961 annually Effective Pay Period 1, 2001</p>
<p>New Position</p>	<p>Title: Sewer Maintenance Program Manager Salary Grade: 004 (\$36,593 to \$51,230 annual)</p>	<p>Title: Sewer Maintenance Program Manager Salary Grade: 004 New Rate: NA</p>
<p>Incumbent: Chris Fornal Management Civil Engineer- Senior Salary Grade: 012 (\$60,964 to \$85,349) Current Rate: Pay Range 628 Step 5, \$61,157 annually</p>	<p>Title: Civil Engineer IV (Transportation Section) Pay Range: 630 (\$58,322 to \$69,473 annual)</p>	<p>Title: Civil Engineer IV (Transportation Section) Pay Range: 630 New Rate: \$63,520 annual Effective in Pay Period 3, 2001 (January 28, 2001)</p>
<p>Incumbent: Nader Jaber Management Civil Engineer- Senior Salary Grade: 012 Current Rate: Pay Range 628 Step 3, \$55,886 annually</p>	<p>Title: Civil Engineer III (Environmental Section) Pay Range: 628 (\$51,297 to \$61,157 annual)</p>	<p>Title: Civil Engineer III (Environmental Section) Pay Range: 628 New Rate: No change Effective Pay Period 3, 2001</p>
<p>New Position</p>	<p>Title: Civil Engineer III (Construction Section) Pay Range: 628 (\$51,297 to \$61,157 annual)</p>	<p>Title: Civil Engineer III (Construction Section) Pay Range: 628 New Rate: NA</p>
<p>Incumbent: Daniel Kolander Title: Management Engineering Technician Salary Grade: 008 (\$47,221 to \$66,106 annual) Current Rate: Pay Range 628 Step 5, \$61,157 annually</p>	<p>Title: Civil Engineer III (Transportation Section) Pay Range: 628 (\$51,297 to \$61,157 annual)</p>	<p>Title: Civil Engineer III (Transportation Section) Pay Range: 628 New Rate: No change Effective Pay Period 1, 2001</p>
<p>New Position</p>	<p>Title: Civil Engineer III (Transportation Section) Pay Range: 628 (\$51,297 to \$61,157 annual)</p>	<p>Title: Civil Engineer III (Transportation Section) Pay Range: 628 New Rate: NA</p>

Salary Ordinance Changes: (Effective Pay Period 1, 2001)

Under Salary Grade 004, delete the titles "Bridge Operator Supervisor" and "Field Operations Inspection Specialist."

Under Salary Grade 004, add the title "Sewer Maintenance Program Manager."

Under Salary Grade 005, add the titles "Bridge Operator Supervisor" and "Field Operations Inspection Specialist."

Under Salary Grade 008, delete the title "Management Engineering Technician."

Under Salary Grade 010, delete the title "Street Repair District Manager-Senior."

Under Salary Grade 013, add the title "Street and Bridges Services Manager."

Under Salary Grade 014, delete the title "Street and Bridges Services Manager."

Position Ordinance Changes: (Effective Pay Period 1, 2001)

Under the Department of Public Works-Infrastructure Services Division, Transportation Decision Unit, Estimates delete one position of Civil Engineer III.

Under the Department of Public Works-Infrastructure Services Division, Transportation Decision Unit, Project Programming add one position of Civil Engineer III.

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

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

Standards Used in Determining Reclassification for Management Positions

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

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

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

Description of Evaluation Factors

Impact and Accountability

This factor refers to how much a position influences policy development and operations. Consideration is given to decision making latitude; opportunities to control, protect, or conserve cost; level of judgement exercised independent of established guidelines for supervision; and the amount of direct influence over the initiation of programs.

Knowledge and Skills

This factor refers to the minimum knowledge and skill required for satisfactory performance in a position. Knowledge may be reflective of formal education, training or experience. Skills representative of those abilities needed to apply required knowledge.

Relationships and Responsibility

This factor measures the extent to which a position is required to have the ability to interact with others in order to achieve satisfactory performance of the designated duties. The rating for this factor includes consideration of the frequency, complexity, and the degree of persuasion that the position must exert in order to influence the understanding of others. In addition to recognizing normal contact with direct supervisors and

subordinates, this factor also acknowledges the importance of those relationships, which extend to other departments and persons outside of City government.

Working Conditions

This factor measures the external conditions and hazards associated with a position, as well as its' physical and mental demands.

Street and Bridges Services Manager (Street and Bridges Unit)

Current Classification: Street and Bridge Services Manager, Salary Grade 014
 Request: Street and Bridge Services Manager, Salary Grade 013
 Recommendation: Street and Bridge Services Manager, Salary Grade 013

Due to a recognized anomaly in the 1996 reorganization of the Department of Public Works (DPW), the Infrastructure Services Division had budget and position authority to fill the position of Street and Bridge Services Manager at Salary Grade 014. The previous incumbent of this position Jerome Zaremba was paid at Salary Grade 014 in order to avoid the adverse impact of a cut in pay under the 1996 reorganization of DPW. If not for this fact, this position would have been classified at Salary Grade 013 in 1996 along with the two other unit manager positions in the division's Field Operations Section. Indeed, under the 1996 reorganization of DPW, the unit managers of Electrical Services and Underground Operations were both classified at Salary Grade 013.

Mr. Zaremba vacated this position in fiscal year 2000, and DPW elected to restore compensation for this position to Salary Grade 013 consistent with like reporting positions—specifically the positions of Electrical Services Manager and Sewer Services Manager. During the 2000 fiscal year the current incumbent of this position, Jeffery Delleman was promoted from the Salary Grade 011 position of Bridge Maintenance Manager, as a result of underfilling this position. The Department of employee relations agrees that restoring compensation of the Street and Bridge Services Manager position to Salary Grade 013 is appropriate and in keeping with the organizational objectives originally anticipated by the 1996 reorganization of DPW.

Street Repair District Manager (Street and Bridges Unit)

Current Classification: Street Repair District Manager-Senior, Salary Grade 010
 Request: Street Repair District Manager, Salary Grade 009
 Recommendation: Street Repair District Manager, Salary Grade 009

In fiscal year 2000, the position of Street Repair District Manager-Senior was vacated and the Infrastructure Services Division had both budget and position authority to fill that vacancy at Salary Grade 010. The division determined that rather than filling the vacant position of Street Repair District Manager-Senior it would be more efficient to shift some of the responsibilities of that position to other upper-management positions, and add another Street Repair District Manager position at Salary Grade 009. By adding another district manager position, the division expects to provide more adequate year-round

staffing for supervision at the district manger level, particularly with respect to coverage during scheduled and non-scheduled off time. Accordingly, the division promoted a former Street Repair Supervisor in Salary Grade 005, Steven Sitzberger into the position of Street Repair District Manager, Salary Grade 009, via the process of underfill—with no intent of promotion to the position of Street Repair District Manager-Senior at Salary Grade 010.

The division submitted a job description for Steven Sitzberger, the current incumbent of this position. The duties listed in the job description precisely mirror the duties listed in job descriptions for the two other Street Repair District Managers in the Street Maintenance Sub-unit, and which have been in effect since 1996. Based upon our review of this position's job description (and the division's assurance that the distinguishing duties of the vacated Street Repair District Manger-Senior are being performed by higher level management), the Department of Employee Relations is satisfied that Salary Grade 009 is the appropriate classification of this position.

Bridge Operator Supervisor (Street and Bridges Unit)

Current Classification:	Bridge Operator Supervisor, Salary Grade 004
Request:	Bridge Operator Supervisor, Salary Grade 005
Recommendation:	Bridge Operator Supervisor, Salary Grade 005

Prior to the 1996 reorganization of the Department of Public Works (DPW), the Street Maintenance Unit and Bridge Operations Unit that are now part of the Infrastructure Services Division were located in then separate divisions of Street and Sewer Maintenance and Bridges and Public Buildings, respectively. As you know, the 1996 reorganization of DPW merged several divisions in an effort to streamline, modernize and enhance the effectiveness of the services provided to the City of Milwaukee's varied clients and customers.

Earlier reports to the City Service Commission acknowledged that pursuant to DPW's 1996 reorganization, further changes in classification and pay allocation might be appropriate in order to accurately reflect the nature of work, scope of duties, and level of responsibility for the positions within DPW following its' 1996 reorganization. The Infrastructure Services Division has asked the Department of Employee Relations to review this position in the context of these reservations and general deference to the objectives of the 1996 reorganization of DPW.

When the Street Maintenance Unit and Bridge Operations/Maintenance Unit were merged under the division's Street and Bridge Operations Section, the title of Street Maintenance Supervisor-Senior was re-titled to Street Operations Supervisor while retaining a Salary Grade 005 classification. With regard to the Bridge Operation/Maintenance Unit being merged under the Street and Bridge Operations Section, the position of Bridge Operations Supervisor remained at Salary Grade 004 and was not re-titled. However, based upon principles of internal equity with the

classification of Street Operations Supervisor, the division maintains that the position of Bridge Operations Supervisor should be reallocated to Salary Grade 005.

As part of our review, representatives of upper-management were asked to identify areas of change relative to the duties and responsibilities required of the Bridge Operations Supervisor position. Upper-management indicated that this position has assumed an increased level of involvement in rendering or recommending initial discipline; participating in grievance hearings; overseeing the technological upgrade of remote control installations; and assuming certain duties alongside (or in the absence of) the Bridge Maintenance Manager, Salary Grade 11. Upper-management also indicated that on a comparative basis, none of the Street Operations Supervisors are responsible for participating in the discipline and grievance process on the same level as the Bridge Operations Supervisor. In analyzing the relative change(s) in duties put forth by the division, the Department of Employee Relations is not persuaded that these examples are significant enough to warrant a change in classification.

However, in providing a fair and complete analysis of the division's job equity issue, we evaluated the division's view that the level of duties and responsibility as regards this position mirrors those of the Street Operations Supervisor position. A comparative analysis of these two positions is illustrated below.

Job Functions	Bridge Operator Supervisor	Street Operations Supervisor
Supervision	Bridge Operator Lead Worker (5) Bridge Operator (25)	Span of supervision can range from five (5) to fifteen (15) employees daily, from amongst the following positions: Street Repair Supervisor Asphalt Repair Crew Leader Street Repair Crew Leader Labor Crew Leader I Cement Finisher Cement Finisher Helper Asphalt Raker Asphalt Worker Asphalt Repair Crew Leader Special Street Repair Laborer City Laborer (Regular)

<p>Common Duties & Responsibility</p>	<ul style="list-style-type: none"> ➤ Trains all Bridge Operators in remote/manual bridge operations and work activity reports; and trains Bridge Maintenance Crew in bridge maintenance work. ➤ Performs personnel management duties, i.e., grievance hearings and preliminary discipline investigations. ➤ Maintains record of bridge maintenance work and repairs. ➤ Approves timesheets. ➤ Coordinates work schedule of Bridge Operators. ➤ Knowledge of computerized remote bridge operations. 	<ul style="list-style-type: none"> ➤ Trains Street Repair crews in street-repair methods and completing work activity reports. ➤ Performs personnel management duties, i.e., grievance hearings and preliminary discipline investigations. ➤ Maintains record of street maintenance repairs. ➤ Approves timesheets. ➤ Coordinates project work schedule and fieldwork activities. ➤ Microcomputer applications.

Span of supervision is the most striking difference that this comparative analysis reveals. The Street Operations Supervisor position clearly interacts with a greater variety of positions. However, the work performed is still comparable in scope to that of the Bridge Operator Supervisor. Accordingly, the Department of Employee Relations recommends that the position of Bridge Operator Supervisor be reallocated to Salary Grade 005 on the basis of establishing internal equity.

Applying the job evaluation factors for management positions to this position yields the following result:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	5	79
Knowledge and Skills	5	68
Relationships and Responsibility	4	26
Working Conditions	2	7
		Total Points: 180

Point totals ranging from 175-200 are allocated to Salary Grade 005.

Bridge Laborer Crew Leader

Current Classification: New Position
 Request: Bridge Laborer Crew Leader, Pay Range 245
 Recommendation: Bridge Laborer Crew Leader, Pay Range 245

The Infrastructure Services Division has elected to add one additional Bridge Laborer Crew Leader position to the Bridge Maintenance Sub-unit in the Street and Bridge Operations Section. The job description that was submitted for our review is parallel with the job descriptions that have been approved for all other Bridge Laborer Crew Leader positions in the Street and Bridge Operations Section. Accordingly, the Department of Employee Relations agrees that the proper classification of this position is Bridge Laborer Crew Leader, Pay Range 245.

Management and Accounting Officer (Administration Section)

Current Classification: New Position
Request: Management and Accounting Officer, Salary Grade 006
Recommendation: Management and Accounting Officer, Salary Grade 006

One of the anticipated consequences of the 1996 reorganization in the Department of Public Works (DPW) was the elimination, through attrition, of the Business Operations Manager position(s) within many of DPW's operational divisions. Due to an anticipated retirement, the Infrastructure Services Division did not include the Business Operations Manager position in their 2001 budget. Despite this change, there is still a need for some level of administrative support relative to tracking the numerous financial transactions that concern the division. For example, the division's chief management representatives indicate that the division is responsible for letting and processing several hundred public works contracts throughout the year.

To address this need, the division proposed the addition of a new position of Management and Accounting Officer. At first blush the job description which was submitted by the division appears to contain many of the duties and responsibilities that were outlined in the job description for the division's former Business Operations Manager (BOM) position. In our assessment, however, the division's former BOM position performed at a much higher level, with more extensive supervisory responsibilities and a broader role in developing and administering the division's budget. In contrast, the proposed new position, will not have the same high level of budget accountability. Furthermore, the span of supervision will be far less in scope. This point is exemplified by the fact that in recent years DPW's entire payroll process was centralized under the Administrative Services Division of DPW—which essentially eliminated a significant layer of supervisory responsibility.

Aside from these general distinctions, the chief duties and responsibilities of the proposed new position remain paramount to the division's operational efficiency. This position's primary responsibilities include: 1) Gathering and providing data for the entire division relative to developing the division's Operations and Maintenance budgets (including the Sewer Maintenance Fund); 2) Utilizing the computer information systems and spreadsheet software to monitor fund expenditures, track account payments and receipts, and generate reports; and 3) Assisting with developing Capital Project/Program budgets, such as developing mechanisms to track performance measurements, direct labor hours, and other activity costs.

The new classification that the division is seeking here is not unique. There was authority for at least five such positions within other City departments and divisions during fiscal year 2000, i.e., Department of Administration (one position), Department of Employee Relations (one position), Milwaukee Fire Department (one position), Department of Public Works—Administrative Services Division (two positions). The job descriptions for the existing classifications of Management and Accounting Officer while closely parallel, are not per se uniform. However, we are persuaded that the duties and responsibilities that have been outlined for the division's proposed new position of Management and Accounting Officer are sufficiently parallel to those outlined for the other Management and Accounting Officer positions within the City. Accordingly, the Department of Employee Relations recommends approval of the new position of Management and Accounting Officer in the Infrastructure Services Division.

Applying the job evaluation factors for management positions to this position yields the following result:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	7	104
Knowledge and Skills	6	80
Relationships and Responsibility	5	32
Working Conditions	1	5
		Total Points: 221

Point totals ranging from 201-230 are allocated to Salary Grade 006.

Field Operations Inspection Specialist (Street and Bridges Unit)

Current Classification: Field Operations Inspection Specialist, Salary Grade 004
 Request: Field Operations Inspection Specialist, Salary Grade 005
 Recommendation: Field Operations Inspection Specialist, Salary Grade 005

Early in fiscal year 2000, the position of Inspection and Records Manager under the Sub-unit of Information and Records in the Field Operations Section was vacated. The Inspection and Records Manager position was classified at Salary Grade 007. In an effort to streamline their operation, the Infrastructure Services Division opted to redistribute the duties previously performed by the Inspection and Records Manager. The management functions of recommending new hires, evaluating performance, and taking disciplinary action, that were associated with the Inspection and Records Manager position now fall under the purview of top management in the Field Operations Section. However, a number of administrative management duties involving street operations, previously assigned to the now defunct Inspection and Records Manager position were reassigned to the Field Operations Inspection Specialist position. Ralph Sorensen is the current incumbent of the Field Operations Inspection Specialist position, Salary Grade 004.

Based upon discussions with the division's management representatives and our review of the revised job description that was submitted for the Field Operations Inspection Specialist position, we are persuaded that the added duties and responsibilities of this position meet the threshold for significant change. The duties now assumed by this position are as follows: 1) Coordinating work between the division's street operations unit and underground (sewer) operations unit; 2) Interacting with multiple outside vendors and contractors; 3) Writing specifications and terms for street and sewer contracts that are introduced for bid; 4) Managing payments to outside vendors and for internal equipment costs; and 5) Providing general advice with respect to all work performed under a street permit. Along with these added duties, the Field Operations Inspection Specialist continues to assign and direct the work of Public Works Inspectors who are assigned to help facilitate the processing of street and sewer permits.

The division believes that the duties outlined above are parallel to the classification of a Salary Grade 005. Presently, only one other position in the division, Street Operations Supervisor, is classified at the level of Salary Grade 005. Our review shows that throughout all DPW divisions there are not any field operations positions in management classified at Salary Grade 006. We make this point for purposes of illustrating our concurrence that the additional duties assumed by the Field Operations Inspection Specialist position are sufficient to warrant and support reclassification to Salary Grade 005. (Note: The division's request to reallocate the Bridge Operator Supervisor position from Salary Grade 004 to Salary Grade 005 is included in this report and is addressed separately above.)

Applying the job evaluation factors for management positions to this position yields the following result:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	6	91
Knowledge and Skills	5	68
Relationships and Responsibility	5	32
Working Conditions	2	7
		Total Points: 198

Point totals ranging from 175-200 are allocated to Salary Grade 005.

Sewer Maintenance Program Manager (Underground Unit)

Current Classification: New Position
 Request: Sewer Maintenance Program Manager, Salary Grade 004
 Recommendation: Sewer Maintenance Program Manager, Salary Grade 004

As noted above, the Salary Grade 007 position of Inspection and Records Manager was eliminated from the Infrastructure Services Division's 2001 budget. This decision was coupled with redistributing both the traditional management and administrative

management functions of the now defunct Inspection and Records Manager position. The administrative management functions that primarily pertained to street operations were redistributed to the Field Operations Inspection Specialist position discussed above. With respect to the sewer operations functions that had been performed by the Inspection and Records Manager, the division has elected to transfer those responsibilities to the Underground Operations Sub-unit within the Field Operations Section. The effect of transferring these duties has prompted the division to propose the creation of a new position entitled Sewer Maintenance Program Manager. Funding for this new position will come from the Sewer Maintenance Fund.

The duties that this new position will perform are really an expansion of the sewer operations functions that were previously performed by the now defunct Inspection and Records Manager position. For instance, this position will continue to gather information and records and prepare responses for alderperson service requests and City Attorney inquires regarding legal claims against the City; maintain division records concerning sewer exams, cleaning operations, and complaints; and schedule sewer exams and prepare sewer-cleaning schedules. The critical elements of this job lie in the coordination required to achieve the optimal results the division is seeking with respect to servicing the public. This position will obviously have a great deal of interaction with the division's Sewer Maintenance & Sewer Engineering areas, as well as property owners, contractors and representatives from the division's own Major Projects Engineers & Construction Unit and the Plumbing Inspection Section for the Department of Neighborhood Services.

Owing to the impact that this position will have on the division's 2001 initiatives related sewer maintenance, the Department of Employee Relations is persuaded that this position belongs in the management pay plan. The division is requesting classification of this position at Salary Grade 004. We analyzed the following Salary Grade 004 classifications within the Department of Public Works: Water Distribution Supervisor; Water Meter Field Supervisor; Urban Forestry Supervisor; Tow Lot Assistant Manager; Street Repair Supervisor; and Sanitation Supervisor. Each one of these positions can be distinguished from the proposed new position based upon their general supervision of field crews. However, the common elements of these classifications that is shared by the proposed new position is the interdependent responsibility of coordinating work activity for others. Accordingly, the Department of Employee Relations is satisfied that the proposed new position of Sewer Maintenance Program Manager fits within the classification of Salary Grade 004.

Applying the job evaluation factors for management positions to this position yields the following result:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	4	68
Knowledge and Skills	4	57
Relationships and Responsibility	4	26
Working Conditions	2	7

Total Points: 158

Point totals ranging from 152-174 are allocated to Salary Grade 004.

Engineer/Engineer Technician Positions

The bulk of civil engineering positions in the City are in the Infrastructure Services Division. The classification levels for the City's civil engineering positions can be differentiated on the basis of management and supervisory responsibilities or project leadership. A Civil Engineer V position is typically in charge of a specific service area or district, and works extensively with outside consultants on major projects. The Management Civil Engineer-Senior position has management responsibility for the evaluation and review of work, along with disciplinary authority, and may also be in charge of a designated work area. The Civil Engineer IV position will have responsibilities similar to those of a Management Civil Engineer IV, absent the associated management authority. The Civil Engineer III position acts as a lead worker in many respects over projects and assignments within their designated areas. Alternatively the Civil Engineer III position can act as the coordinator of a specific work function or functions. The Engineering Technician positions provide parallel support to many aspects of the division's engineering functions.

Civil Engineer IV (Transportation Section)

Current Classification: Management Civil Engineer-Senior, Salary Grade 012
 Request: Civil Engineer IV, Pay Range 630
 Recommendation: Civil Engineer IV, Pay Range 630

Consistent with the Infrastructure Services Division's ongoing effort to streamline their operations, the 2001 budget included changing the Management Civil Engineer-Senior, Salary Grade 12 position under the Planning and Development Unit for the division's Transportation Section. The managerial duties previously performed by that position are being assumed by the unit's higher-level Civil Engineer positions. Since the technical supervision of the work conducted by the Planning and Development Unit has not gone away, the division is requesting to have those duties assigned to the classification of Civil Engineer IV, Pay Range 630. The Department of Employee Relations agrees that this request generally conforms with the distinctive duties and responsibilities of the Civil Engineer IV, Pay Range 630 classification.

Civil Engineer III (Environmental Section)

Current Classification: Management Civil Engineer-Senior, Salary Grade 012
 Request: Civil Engineer III, Pay Range 628
 Recommendation: Civil Engineer III, Pay Range 628

In this instance, the Infrastructure Services Division is again seeking to streamline their operations. As part of the 2001 budget the division eliminated job duties of a recently

vacated Management Civil Engineer-Senior position in the Sewer Design Unit of the Environmental Section. In this instance, the management duties that were being performed by that position are now being done by the Engineer in Charge for the Environmental Section. For efficiency purposes the division is asking that the subject position be reclassified to Civil Engineer III. The job description outlining the duties for this position request are significantly parallel to the types of duties performed by other Civil Engineer III positions. Accordingly, the Department of Employee Relations agrees that the proper classification for this position is Civil Engineer III, Pay Range 628.

Civil Engineer III (Construction Section)

Current Classification: New Position
Request: Civil Engineer III, Pay Range 628
Recommendation: Civil Engineer III, Pay Range 628

As part of the Infrastructure Services Division's 2001 budget, the recently vacated Management Civil Engineer-Senior position in the Construction Section was eliminated. In lieu of filling this rather unique vacancy the division is requesting approval for the new position of Civil Engineer III, Pay Range 628. The traditional management duties that the Management Civil Engineer-Senior positions typically perform, were not the most pertinent part of reviewing this position. Rather, the loss of technical expertise relative to materials engineering was of paramount importance. Indeed, the City will not recover from the loss of expert knowledge in the area of materials engineering for quite some time.

Meanwhile, other important aspects of the vacated Management Civil Engineer-Senior position are still required. In fact, due to the division's urgent operational needs, these duties are temporarily being performed under the position authority of an auxiliary Civil Engineer III. This position essentially coordinates sidewalk repair projects and works with the City's materials consultant to ensure materials compliance on all construction projects. These duties along with the other attendant functions of this position are consistent with the duties and responsibilities of other Civil Engineer III positions. Accordingly, the Department of Employee Relations agrees that the proper classification of this new position is Civil Engineer III, Pay Range 628.

Civil Engineer III (Transportation Section)

Current Classification: Management Engineering Technician , Salary Grade 008
Request: Civil Engineer III, Pay Range 628
Recommendation: Civil Engineer III, Pay Range 628

The current incumbent, Daniel Kolander has been underfilling the position of Management Engineering Technician, as an Engineering Technician VI since the 1996 reorganization of the Department of Public Works. Back in 1996, due to the DPW reorganization, the managerial functions of the former Management Engineering Technician position, such as payroll administration and discipline were given to a higher-

level management position in the division. The current incumbent assumed the lead estimator functions when he was promoted to Engineering Technician VI by underfilling the Management Engineering Technician position.

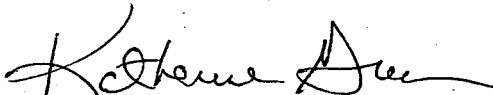
This position is a lead worker in preparing quantities and cost estimates for street and alley paving projects. These duties along with the other functions of this position are consistent with the duties and responsibilities of other Civil Engineer III positions. Accordingly, the Department of Employee Relations agrees that the proper classification of this new position is Civil Engineer III, Pay Range 628.

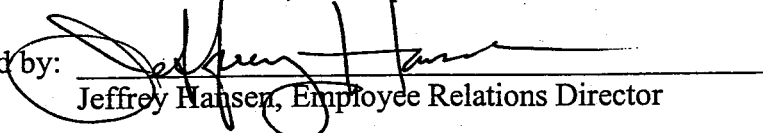
(Note: The Civil Engineer III may be underfilled by an Engineering Technician VI when the incumbent does not satisfy the education requirement of a four-year engineering degree, as is the case in this instance.)

Civil Engineer III (Transportation Section)

Current Classification: New Position
Request: Civil Engineer III, Pay Range 628
Recommendation: Civil Engineer III, Pay Range 628

The former auxiliary position for Civil Engineer III was eliminated in the division's 2001 budget. Because there is a continued need to sustain the previous level of engineering support in the Project Programming Unit of the Transportation Section, the division proposed to replace the auxiliary Civil Engineer III position with a Civil Engineer III, Pay Grade 628 position. The Department of Employment Relations agrees with the basis of this request and supports the classification of Civil Engineer III, Pay Range 628.

Prepared by: 
Katherine Green, HR Representative

Reviewed by: 
Jeffrey Hansen, Employee Relations Director