



Department of Employee Relations

May 14, 2012

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

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

Dear Committee Members: Re: Common Council File Number 111683

The following classification and pay recommendation will be submitted to the City Service Commission on **May 15, 2012**. We recommend these changes subject to approval by the City Service Commission.

In City Attorney Office, the Assistant City Attorney position was recommended for a new classification series.

In the Library, two positions of Building Services Supervisor, Pay Range 2CN was recommended for reclassification to Building Services Supervisor II, Pay Range 1AX.

In DPW – Water Works:

One position of Network Manager, Pay Range 1GX was recommended for reclassification to Information Technology Manager, Pay Range 1IX.

One position of Data Base Analyst, Pay Range 2JX was recommended for reclassification to Information Technology Supervisor, Pay Range 1FX.

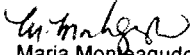
One position of Network Coordinator- Senior, Pay Range 2GX was recommended for reclassification to Automated Systems Supervisor, Pay Range 1DX.

The following classification and pay recommendations were approved by the City Service Commission on **May 1, 2012**.

In Department of City Development, one new position was classified as Accountant II, Pay Range 2DN.

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

Sincerely,


Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 4 Job Evaluation Reports
2 Fiscal Notes

C: Mark Nicolini, James Carroll, Troy Hamblin, Nicole Fleck, Victoria Robertson, Grant Langley, Rudolph Konrad, Linda Burke, Vince Moschella, Paula Kiely, Consuelo Hernandez, James Kotras, Taj Schoening, Carrie Lewis, Laura Daniels, Eldon Gartzke, Adam Wickersham, Paul Klajbor, Robert Marcoux, Martha Brown, Sandra Rotar, Judy Allen, Richard Abelson, Kenneth Wischer, Penni Secore, Daniel Panowitz and Calvin Lee (DC48)

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 15, 2012

Department: City Attorney

-Summary-

This report recommends creating a new series for the classification of Assistant City Attorney taking into consideration competency, performance and experience factors in determining appropriate appointment levels and career advancement opportunities.

<u>Current Classification/PR</u>	<u>Proposed Classification Series/PR</u>	<u>Years of Experience</u>
Assistant City Attorney PR 2NX \$53,996 - \$127,809	Assistant City Attorney I PR 2IX \$57,028 - \$79,836	0 to 3
	Assistant City Attorney II PR 2MX \$73,627 - \$103,077	Between 3 and 7
	Assistant City Attorney III PR 2NX \$95,030 - \$133,049	Over 7 years

Background

In December of 2011, City Attorney, Grant Langley, requested a comprehensive review of the Assistant City Attorney classification for purposes of identifying ways to address issues of recruitment, pay equity, and employee retention. A number of meetings were held over the last several months with City Attorney Langley and Deputy City Attorneys Rudolph Konrad, Linda Burke, and Vince Moschella to discuss the rationale for the request and ways to address or alleviate some of the problems.

By City Charter, the Office of the City Attorney handles litigation that includes thousands of lawsuits and administrative cases. Assistant City Attorneys litigate civil-rights cases, personal--injury actions, evictions razing cases, labor grievances, contract cases and construction cases as well as condemnation and real estate matters. By charter, the office also provides legal advice and opinions to city departments, prepares and reviews City ordinances, resolutions, and opinions, drafts contracts and other legal documents that are required in conducting the business of the city, and prosecutes violations of City ordinances in Municipal Court.

The Office of the City Attorney is divided into three legal sections as presented below:

Litigation/Employment/Benefits (LEB)- *The LEB Section represents the Annuity & Pension Board and the Employes' Retirement System, and handles claims, deferred compensation, insurance, personal injury, property damages, civil rights litigation, and appeals.*

Education/Development/Labor (EDL)- *The EDL Section handles finance, labor, Inter-governmental relations, legislative bills, School Board counseling, the Department of City Development, and licensing.*

Ordinance Enforcement/General Services (OE/GS)- *The OE/GS handles Nuisance Abatement/Community Prosecution, municipal prosecutions, procurement services, public records, open meetings, and general contracting and represents the Department of Administration, the Department of Public Works, and the Department of Neighborhood Services.*

The City Attorney's Office is staffed by 33 Assistant City Attorneys. These are civil service positions that require graduation from law school and license to practice law in the State of Wisconsin. Professional legal experience to apply and be considered for this position is not required, but the City has been able to recruit and appoint personnel with experience during tough economic times or when a career in the public service is of interest to candidates.

Assistant City Attorneys are currently allocated to Pay Range 2NX (\$53,996 - \$127,809). The Salary Ordinance authorizes the City Attorney to appoint new individuals anywhere in the range. Of the 33 current incumbents, a total of 14 are at the maximum of the pay range. A total of seven new Assistant City Attorneys have been hired since 2008. The average appointment rate for those individuals was \$65,980. Prior to the expiration of their collective bargaining agreement and the salary freezes implemented for most city employees, Assistant City Attorneys were eligible for merit increases. These increases have been frozen since 2010.

Challenges with the Structure

The current classification structure presumes that all Assistant City Attorney positions require comparable levels of knowledge, skill, and ability and that the complexity of assignments is the same across the Litigation/Employment/Benefits, Education/Development/Labor, and Ordinance Enforcement/General Services sections. The structure and pay progression policies also assume that all Assistant City Attorneys perform at the same level of proficiency without taking into consideration key factors such as experience, level of oversight or direction received, degree of independent judgment exercised, demonstrated knowledge of the principles of law, and responsibility for leading the work of others.

Individuals hired as Assistant City Attorneys have limited opportunity for advancement within the City of Milwaukee if they want to continue practicing law. These limited promotional opportunities and the implementation of salary freezes for most city employees over the last several years have resulted in turnover of relatively new attorneys pursuing advancement opportunities outside the City of Milwaukee after gaining critical experience as Assistant City Attorneys. A total of four individuals have resigned in the past three years. These individuals had between two and a half and six years of service.

The existence of a single classification of Assistant City Attorney does not provide flexibility in the civil service recruitment and examination process. In general, vacant Assistant City Attorney positions are announced with the requirements of graduation from law school and a license to practice law in the State of Wisconsin. Professional legal experience is a desirable qualification but not a requirement. Experienced professionals receive higher examination scores than recent graduates and typically require higher appointment rates than recent graduates who can be appointed at lower salaries based on the labor market. The process does not allow the City Attorney to hire candidates at various levels of expertise depending on the needs of the department.

Current provisions of the Salary Ordinance allow the City Attorney discretion to hire Assistant City Attorneys at any rate between \$53,996 and \$127,809. While the City Attorney has used this recruitment flexibility prudently, there are no pre-defined factors required to be considered in determining when a salary offer may be made at a rate of pay that is higher than the minimum of the range. Consequently, the decision to hire someone at a higher rate of pay is driven by labor market factors and ability to compete with other employers without taking into account experience levels, internal equity or pay compression considerations.

Recommendations

After carefully reviewing and analyzing the options to address the problems stated above, the Department of Employee Relations is recommending creating a three-tier Assistant City Attorney classification as described below.

Classification	Level	Years of legal experience	Pay Range*
Assistant City Attorney I	Entry level	0 to 3 years	PR 2IX \$57,028 - \$79,836
Assistant City Attorney II	Journey level	Between 3 and 7 years	PR 2MX \$73,627 - \$103,077
Assistant City Attorney III	Advanced level	Over 7 years	PR 2NX \$95,030 - \$133,049

**Pay Range equivalencies under the former Management Pay Plan: SG 008, 012, and 016.*

The new classification series will be characterized by the following key elements:

Budget and Position Authority:

- All positions will be authorized at the III level for purposes of implementation of the new structure.
- The City Attorney will have discretion and authority to determine the level at which vacant positions will be filled within established budget authority and resources.

Initial Appointment:

- Appointment of new Assistant City Attorneys with no prior legal experience shall be at level I.
- Appointment of new Assistant City Attorneys with experience shall be at the I, II, or III level based on the experience criterion identified above.
- Consistent with existing recruitment and appointment provisions, the City Attorney shall retain flexibility to appoint at the I and II levels anywhere in the range. Appointment at the Assistant City Attorney III level can be made at a rate that does not exceed \$127,809.
- Appointment from the outside at rates of pay above the minimum shall be done in a manner does not create pay compression or internal equity problems.

Promotion:

- Promotion after under-fill will be consistent with applicable civil service rules.
- Salary after promotion will result in 5% adjustments or the minimum of the new grade, whichever is greater, consistent with existing provisions of the Salary Ordinance.
- Promotion to Assistant City Attorney II or III will be at the discretion of the City Attorney based on criteria identified below.

This new classification structure will require the Office of the City Attorney to use the established criteria (listed in Appendix A) in assessing performance and measuring competencies in order to promote individuals to the Assistant City Attorney II and III levels. The structure will also allow the City Attorney to determine the appropriate level at which vacant Assistant City Attorney positions should be filled based on the needs of the Office and the availability of candidates with varied levels of experience.

The structure may also take into consideration the fact that certain assignments within the City Attorney's Office may not develop into advanced level assignments and advancement opportunities may only be available when employees consider a new area of responsibility within that Office.

The creation of entry, journey, and advanced levels will also result in greater flexibility in the recruitment and examination processes for these civil service positions. Selection processes targeting different levels of experience will provide greater employment opportunities to candidates beginning their career and the City Attorney will be able to consider candidates with various levels of expertise depending on the needs of the department.

It is important to note that upon implementation of the new structure, no current incumbent will see a reduction in pay and we anticipate the promotion of only one incumbent to the Assistant City Attorney II level this year. While the maximum rate of pay (\$133,049) for Assistant City Attorney III is higher than the current maximum of \$127,809, employees are not eligible for salary increases (outside of promotions) based on current provisions in the Salary Ordinance.

In order to implement recommendations contained in this report, it will be necessary to amend the Salary and Positions Ordinance as follows:

In the Salary Ordinance,

Under Pay Range 2IX, add the title "Assistant City Attorney I" with footnote designation (3) to read:
(3) Recruitment is at any rate in the Pay Range at the discretion of the City Attorney.

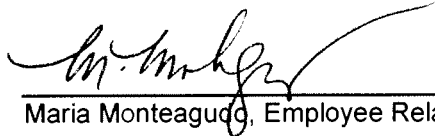
Under Pay Range 2MX, add the title "Assistant City Attorney II" with footnote designation (1) to read:
(1) Recruitment is at any rate in the Pay Range at the discretion of the City Attorney.

Under Pay Range 2NX, delete the title "Assistant City Attorney (1)" and delete footnote (1) and add the title "Assistant City Attorney III" with footnote designation (1) to read: (1) Recruitment is at any rate up to \$127,809 at the discretion of the City Attorney.

In the Positions Ordinance, Office of the City Attorney, Legal Division,

Delete 32 positions of "Assistant City Attorney (A)(Y)" and add 32 positions of "Assistant City Attorney III (A)(Y)"; delete 3 positions of "Assistant City Attorney (.6FTE)(Y)" and add 3 positions of "Assistant City Attorney III (.6FTE)(Y)". Under Auxiliary Positions, delete 1 position of "Assistant City Attorney (Y)" and add 1 position of "Assistant City Attorney III (Y)".

Prepared by:



Maria Monteagudo, Employee Relations Director

APPENDIX A

	Assistant City Attorney I	Assistant City Attorney II	Assistant City Attorney III
Knowledge, skills, and abilities	Must demonstrate fundamental knowledge of the principles of law and legal research methods.	Must demonstrate complete and thorough knowledge of principles of law and legal research methods.	Must demonstrate advanced knowledge of principles of law and thorough understanding of statutory and case law pertaining to a technical area.
Scope of responsibility	Provide entry level legal advice and support. May assist other attorneys by investigating case facts, researching statutory and case law, and preparing pleadings, motions, briefs, or other legal documents.	Provide intermediate level legal advice and support and assist other attorneys working in specialized areas with research and related activities.	Provide specialized or advanced legal advice and support requiring comprehensive knowledge and expertise in areas involving significant public policy or City-wide impact.
Subject matter complexity	Duties may be repetitive and restricted in scope but of substantial intricacy.	Responsibilities increase in complexity. Work involves concepts, theories, and factors requiring a moderate degree of analytical ability, independent judgment and decision making.	Responsibilities are complex. Work involves concepts, theories, and factors requiring a high degree of analytical ability, independent judgment and decision making. Subject matter carries policy ramifications of a highly visible or sensitive nature.
Guidance and instructions	Guidance and standard practices or precedent directly apply to assignments. Responsibilities are performed within an established framework under general instructions.	Guidance is provided in the form of stated objectives with issues largely undefined. Consultation with more senior attorneys is expected when decisions require coordination with other areas of specialization.	Guidance is available as needed on policy matters. Employees work independently in determining case strategy, developing litigation tactics, and conducting litigation.
Oversight and direction received	Assignments are performed under some supervision. Final work product subject to review. Communication with supervisor regarding unique situations and problems is expected.	Assignments are carried through completion with substantial independence. Final work product is subject to administrative review.	Assignments are performed independently. Employees are expected to resolve problems that arise in the normal course of work. Work product is reviewed as necessary for conformance to policy and law.
Relationships responsibility and Interpersonal Communication	Contacts where explanatory or interpretive information is exchanged, gathered or presented according to established procedures or instructions.	Contacts where explanatory or interpretive information is exchanged, defended, and gathered and discretion and judgment are required.	Contacts are of a remedial nature involving resolution of a problem and where a high degree of discretion and judgment are required. Contacts with policy makers and elected officials require persuasion and ability to present viable legal positions and solutions.
Lead worker responsibilities	Not applicable	Not applicable	Expected to provide direction to less experienced attorneys in the performance of their duties. May oversee other attorneys who assist in investigation and research activities.

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 15, 2012

Department: Library

Current	Requested	Recommended
Building Services Supervisor PR 2CN (\$38,902 - \$54,455) (Two Positions)	Building Services Supervisor II PR 1AX (\$44,194 – \$61,871)	Building Services Supervisor II PR 1AX (\$44,194 - \$61,871)

Action Required

In the Positions Ordinance, under Library, Administrative Services Decision Unit, Administrative Services Division, Facilities and Fleet Section, delete one position of “Building Services Supervisor (X)” and one position of “Building Services Supervisor”, and add one position of “Building Services Supervisor II (X)” and one position of “Building Services Supervisor II.”

Background

The Department of Employee Relations received a letter from Paula Kiely, Milwaukee Public Library Director, requesting a reclassification study of two positions of Building Services Supervisor in Pay Range 2CN (previously SG 02). The department submitted a new job description, questionnaires were completed by the incumbents, and discussions were held with the incumbents, their immediate supervisor, James Kotras, Library Facilities Manager; Taj Schoening, Library Business Operations Manager, and Consuelo Hernandez, Library Personnel Officer.

Duties and Responsibilities

The basic function of these two positions is to, under the general direction of the Building Maintenance Manager, have the primary responsibility for managing all buildings and grounds custodial functions and delivery services for the Central Library or all of the Branch Libraries, including supervision of staff assigned to those functions. The specific duties and responsibilities include the following:

- 40% Plan, schedule, and direct all phases of delivery services and custodial services such as floor care, moving projects, recycling, grounds maintenance, special projects and events, and general maintenance at the Central Library and the Centennial Hall complex or all of the branch libraries; coordinate, assign staff, and monitor requests for special custodial service projects or events; and respond to and investigate fire and security alarms as needed.
- 20% Interview applicants and make hiring recommendations; supervise the work of custodial position at the Central Library (1st shift and Centennial Hall) or all of the branch libraries; assigns work, post work schedules and maintain work records; conduct performance evaluations and complete related documentation; issue disciplinary actions or commendations as appropriate; maintain payroll and attendance records; and monitor absences for excessive use or abuse and take appropriate action.

- 10% Obtain bids and administer various contracts for specialized services such as pest control, window cleaning, landscaping, snowplowing, recycling, hazardous waste disposal, dust mop and mat rental, and furniture re-upholstery; arrange for the repair and maintenance of all custodial equipment; and requisition and maintain inventories of custodial supplies.
- 10% Instruct, orient, and train custodians on effective cleaning techniques, proper use of supplies and chemicals, correct use of equipment, and current safety rules and regulations; and ensure departmental blood borne pathogens compliance for assigned staff.
- 5% Plan, schedule, and direct delivery service staff; and inspect all library vehicles and schedule them for maintenance and repairs.
- 5% Research new products, equipment, and cleaning techniques to improve efficiency and effectiveness; provide cost/benefit analysis; and prepare annual budget data as requested by the Building Maintenance Manager or Business Operations Manager.
- 10% Assume responsibilities of other Building Services Supervisor or the Building Maintenance Supervisor in their absence; and perform other duties as assigned.

Requirements include an Associate's Degree in Facilities Management or related area and three years of experience in building maintenance or custodial operations including two years of supervision. Equivalent combinations of education and experience may also be considered. Other requirements include knowledge of building and grounds maintenance and cleaning procedures, personal computers, email and word processing, and safe work procedures; and an ability to work independently and plan, direct, and supervise the work of others, communicate ideas and information both in written and oral form, identify problems and opportunities and review possible alternative course of action, and set priorities in order to meet deadlines.

Analysis

The Library has two positions of Building Services Supervisor in Pay Range 2CN (formerly Salary Grade 02). One position is primarily responsible for managing all buildings and grounds custodial functions and delivery services for the Central Library which includes eight stories and 457,000 square feet. The other position is responsible for the same functions at the twelve neighborhood libraries that are located through out the City. The position at the Central Library supervises sixteen positions of Custodial Worker–City Laborer, one position of Custodial Worker III, and one position of Library Driver. The other position supervises twelve positions of Custodial Worker II–City Laborer who are assigned to the Neighborhood libraries. These two positions serve as a backup to each other and both must be thoroughly familiar with both the Central Library and the Neighborhood libraries.

The Library requested that we review the classification level of these two positions due to a number of changes that have been absorbed by these two positions over the past several years. With the reduction of staff many duties have been reassigned to these positions. For example, the Library Business Operations Manager was previously more involved with work related to vendors and contractors for cleaning and maintenance. These two positions now obtain bids and administer various contracts for services such as pest control, window cleaning, landscaping, snowplowing, recycling, hazardous waste disposal, mat rental and furniture

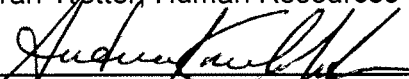
upholstery. This affects their responsibilities for planning, scheduling, and directing all phases of custodial services including floor care, moving projects, recycling, grounds maintenance including the incorporation of organic garden and lawn care, and special projects and events. They also are responsible for responding to and investigating fire and security alarms as needed. With the reduction of staff for delivery services these positions now also plan, schedule and direct delivery services; and inspect library vehicles and schedule them for maintenance and repair.

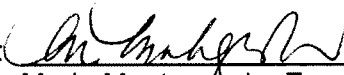
A comparison to other similar supervisory positions in the City indicates that the requested level of Pay Range 1AX is appropriate. Other titles in this Pay Range include Parking Enforcement Supervisor, Sanitation Supervisor, and Tow Lot Supervisor. The classification of Building Services Supervisor II in the Department of Public Work – Operations Division has similar duties and responsibilities for the City Hall complex which is comparable in size to the Central Library. We therefore recommend the classification of Building Services Supervisor II in Pay Range 1AX.

Recommendation

Based on the above analysis we therefore recommend that these two positions of Building Services Supervisor I in Pay Range 2CN be reclassified to Building Services Supervisor II in Pay Range 1AX.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Montezudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: May 15, 2012

Department of Public Works-Water Works

Current	Request	Recommendation
Network Manager PR 1GX (\$64,805 - \$90,728)	Study of Position	Information Technology Manager PR 1IX (\$73,627 - \$103,077)
Data Base Analyst PR 2JX (\$60,809 - \$85,129)	Retitle of Position	Information Technology Supervisor PR 1FX (\$60,809 - \$85,129)
Network Coordinator-Senior PR 2GX (\$50,206 - \$70,295)	Study of Position	Automated Systems Supervisor PR 1DX (\$53,519 - \$74,922)

Action Required

In the Salary Ordinance, under Pay Range 1IX, add the title “Information Technology Manager”; under Pay Range 1FX, add the title “Information Technology Supervisor” and under Pay Range 1DX, add the title “Automated Systems Supervisor”.

In the Positions Ordinance, under Department of Public Works – Water Works, Business Organization, Technical Services, delete one position of “Network Manager (X)(Y)”, one position of “Data Base Analyst”, one position of “Network Coordinator-Senior(X)” and add one position of “Information Technology Manager (X)(Y)”, one position of “Data Base Analyst” and one position of “Automated Systems Supervisor (X)”.

Background

The Milwaukee Water Works has requested that three of its information technology (IT) positions be studied for appropriate job classification and pay level. In studying this request the following documentation was reviewed: job analysis questionnaires completed by employees performing the work and reviewed by immediate supervisors; revised job descriptions submitted by the Water Works; a list of all information technology systems for which the Water Works is responsible; and detailed information about enQuesta™, the utility’s multifaceted customer service/billing system. Information regarding IT positions in water utilities was also reviewed, including job descriptions from the Des Moines Water Works and the St. Paul Regional Water Services, the online center of the American Water Works Association, and O’Net, the Department of Labor’s online career information center.

Interviews were held with the employees performing the jobs under consideration: Eldon Gartzke, the Network Manager and Adam Wickersham, the Network Coordinator-Sr. These interviews were held at their respective work areas and included an examination of systems used and a tour of facilities. Discussions were then held with Laura Daniels, the Administration and Projects Manager who serves as the second-in-charge of the water utility.

Current: Network Manager PR 1GX
Request: Study of Position
Recommendation: Information Technology Manager PR 1IX

The Network Manager serves as the top information technology position for the Milwaukee Water Works (MWW) and is responsible for planning, directing, coordinating, implementing, and evaluating all information technology systems for the water utility with a budget that ranges from \$3M and \$4M annually. The networks managed by this position are not supported by the Department of Administration-ITMD staff or the DPW-Administration Division IT staff.

This manager supervises five IT professionals and works under the general direction of the Administration and Projects Manager. Following is a list of the major IT systems and services provided by the IT section of the Water Works

- The billing/customer service information system (called enQuesta™)
- Geographic information systems (GIS) used by water infrastructure design and water distribution mapping
- All servers and networks for MWW workstations
- All hardware and software applications associated with some 240 workstations
- User support, including troubleshooting
- The MWW website
- MWW's customer service phone system
- Information technology related to automated meter reading

The Milwaukee Water Works serves a population of 867,000 in 16 communities with a service area of 196 square miles. In 2010 the Water Works collected \$180M in charges and fees, processing 515,000 transactions; \$135.5M was collected in 2011 representing 379,000 transactions. In addition to billing for water services, the Water Works also produces bills for services provided by the Milwaukee Metropolitan Sewerage District.

A staff of five IT professionals independently provides the day-to-day support for these systems. These employees maintain servers; implement and maintain database management systems; control networks and communications; provide workstation support to employees; ensure the security of networks, hardware and software; and maintain applications software. An important part of this manager's job is consequently directing, training, coaching, and motivating a technical staff. If necessary, the Network Manager also recommends discipline.

Short and long-term strategic planning is a critical component of this job to ensure that the Water Works is equipped with adequate information technology systems now and in the future. As with all virtually all businesses, information technology has come to play an increasingly greater role in the water utility. Planning includes such duties as working with stakeholders from inside and outside of the department to establish goals and objectives; assessing the impact that proposed changes will have on other parts of the organization; researching hardware and software; analyzing costs; creating budgets; developing requests for proposals, and assessing the qualifications of vendors. The projects for which this manager is responsible are usually complex, involve many stakeholders, require implementation over months or years, and carry a significant financial impact. As a consequence, it is imperative for the manager filling this position to possess high-level project management skills.

In carrying out projects and directing day-to-day work, the Network Manager coordinates work with other managers in the Water Works such as the Civil Engineer V in charge of water engineering, the Water Quality Manager, Water Distribution Managers and Water Plant Managers. In this position works with the IT Division of the Department of Public Works in regard to IT infrastructure and provide data to outside agencies including auditors, the Public Service Commission, the Wisconsin Department of Natural Resources, U.S. Environmental Protection Agency, and Department of Homeland Security.

The job analysis indicates that this position requires a high degree of technical knowledge in a number of areas including: the administration of a complex customer service/billing system; network services; database design; data storage; security, and telephony. In addition, as previously discussed, this manager must possess high-level project management skills, the ability to establish and maintain business relationships, and skill in leading and directing a technical staff. An information technology manager of this level typically requires a bachelor's degree in information technology and a minimum of eight years of professional experience in the field, some of which has been in a leadership capacity. It should be noted that the qualifications included in this discussion have not been assessed for purposes of staffing. The type of job analysis performed for staffing is a separate process that produces a thorough and detailed listed of KSAs an employee must possess upon hire.

The study indicates that the scope of responsibility associated with this job, its impact upon the operations of the water utility, and the knowledge and skills need to successfully perform the job have increased significantly since the position was last studied in 1999 during the last City-wide study of information technology jobs. As a result of that study the position was reclassified from Salary Grade 07 to Salary Grade 10. The present Network Manager, Mr. Eldon Gartzke, served on the team that replaced the previous customer service/billing system with the one now in use. His role was that of in-house technical expert. This required extensive research into software and hardware requirements, a number of cost-benefit analyses, the development of a major request for proposal, a data center upgrade, and very close coordination with the creators of the system. To the credit of the Water Works, the implementation team, and Mr. Gartzke, the new system was implemented without disruption to any services provided by the utility.

The major components of the new system, called EnQuesta™, are primarily but not exclusively an Oracle database management system. It incorporates accounts receivable for both the water utility and the Sewerage District; an interactive voice system; email; a web interface; and interface with the meter reading system. These features required an understanding of computer-telephone-web interfaces and interactive voice mail programming.

One change that has impacted the responsibility and level of knowledge associated with this position was the addition of charges for solid waste (sewer) and impervious square footage to the City's water bills, which resulted in the need for a new storage area network, which is a separate dedicated network, to handle the increased volume of data and allow multiple server access. The addition of servers and operating systems now requires more responsibility for security and disaster recovery planning. Knowledge of more complex data center organization, cabling, and switching is now required for the day-to-day operation of servers and trouble shooting. As a result of an increased emphasis upon security a position of Water Security Manager was added to the staff of the position under study. Although these types of changes are typical of the changes that most IT managers have experienced, they nevertheless warrant mention because they have affected the level of responsibility and knowledge/skill required for the job.

In the field of information technology, the particular set of knowledge, skills, abilities, and attributes of the employee performing the job very often has a significant impact upon the level of work performed. For that reason, it is not only appropriate to discuss the requirements of the job, apart from the person holding the job, but to also take into consideration the knowledge, skills, abilities, and attributes of the employee performing the work. The employee filling this job, Mr. Eldon Gartzke, is a Certified Public Accountant (CPA), which is relevant to all of the Water Works business operations. He has been responsible for the networks and all components of the Water Works for 20 years. Prior to that time, Mr. Gartzke worked for several years as a Systems Analyst in what is now the Department of Administration-Information Technology Management Division. Mr. Gartzke's knowledge/skills and long term experience within the Water Works have impacted the level and scope of responsibility of this position.

The chart below lists the job classifications of information technology managers in departments not including the Department of Administration's Information and Technology Management Division (ITMD). For reference, the Chief Information Officer for ITMD is allocated to PR 1NX (\$101,294 - \$141,815).

Information Technology Management Job Classifications in City Government

	Department	PR	Min	Max
ERS Chief Technology Officer	ERS	1MX	\$95,030	\$133,049
Police Information Systems Director	Police	1MX	\$95,030	\$133,049
Functional Applications Manager	Comptroller	1IX	\$73,627	\$103,077
Public Works IT Manager	DPW	1IX	\$73,627	\$103,077
Network Manager	Library	1GX	\$64,805	\$90,728
Network Manager	Court	1GX	\$64,805	\$90,728
Network Manager	DNS	1GX	\$64,805	\$90,728
Network Manager	Water	1GX	\$64,805	\$90,728

Responsibility for the customer service/billing system is a critical responsibility for this job. EnQuesta™ is a large multifaceted IT system with an interactive voice component, email, web interface, and interface with the automated metering system. In addition, this position is responsible for establishing and maintaining the utility's networks and components, databases, data storage, security, and user support. Considering the size and complexity of the customer service/billing system, its financial significance, and impact upon the Water Works and its customers and all of the other responsibilities for which this manager is responsible, it appears that the level of responsibility warrants and an upgrade to a higher pay level.

The level of responsibility and knowledge/skill associated with the Network Manager in the Milwaukee Water Works has increased significantly since the position was last studied in 1998. These changes have been driven by a significant increase in the scope of responsibility, added complexity of the computing environment, increased reliance upon information technology by the water works, and a much greater emphasis upon the security of all systems including those associated with information technology. Considering the changes to the position and the internal job comparisons we recommend this position be reclassified to Information Technology Manager and allocated to PR 1IX comparable to the Public Works IT Manager.

Current:	Data Base Analyst	PR 2JX
Request:	Retitle of Position	
Recommendation:	Information Technology Supervisor	PR 1FX

The Water Works has redefined this job, which is reflected in an updated description for the position which was written in February of 2011. Working under the direction of the IT manager for the Water Works, the employee in this supervisory position, which is currently vacant, will support network services, design and maintain databases, provide direction to staff, and assist the Network Manager long and short-term planning which will include researching IT hardware and software, cost-benefit analyses, and budget preparation.

The major areas of responsibility associated with this job and the most notable duties associated with each area are listed below.

Network Administration

Includes the installation, configuration, and maintenance of server hardware, virtualization software, operating systems, and application software, ensuring the functionality of IT systems in specific areas; and performing day-to-day work administering the department's networks and City's email system as it is used by the Water Works

Network Storage Management

Includes installing, configuring, monitoring, and maintaining network storage technologies, including virtual storage; insuring that backup systems run correctly; maintaining current documentation

Database Design and Administration

Includes designing and maintaining databases used in technical production areas associated with enQuesta™, the SCADA system, building maintenance, water engineering, accounting, and other areas; troubleshooting; performing recovery operations; updating and maintaining records as requested; serving as an in-department expert on database design and administration; training employees as required

Workstations and Network Services

Includes supporting hardware and software, operating systems and applications that include Windows XP and later. Specific duties include patching and coordinating with the ITMD staff in upgrading systems and resolving issues.

Management

Includes working with vendors as directed by the Network Manager to identify hardware and software solutions, within cost limitations, to meet current and future needs of the water utility; recommends network server and storage equipment for purchase during the budget process

Staff Supervision

Includes supervising and directing the work of a Network Coordinator-Senior and two Network Coordinator Associates; assisting the Network Manager with reports and special projects; and representing the Network Manager in his absence.

The job analysis indicates that this position requires a bachelor's degree in information technology and a minimum of four years of experience in network administration and

database development and administration, with an emphasis upon database administration.

Conclusion and Recommendation

Considering the level of technical knowledge that the employee filling this position must possess and the fact that supervisory and management responsibilities have been added to the job, we recommend that this position be paid in the same range but be given the new title of Information Technology Supervisor in PR 1FX.

Current: Network Coordinator-Senior PR 2GX
Request: Study of Position
Recommendation: Automated Systems Supervisor PR 1DX

The employee filling this position supervises three Automated Systems Specialists and an independent contractor who is an Oracle database specialist. The major areas of responsibility associated with this job are as follows:

- SCADA network administration
- Network security and administration using Active Directory
- The computerized maintenance management system (CMMS)
- Network infrastructure
- Staff direction and support

SCADA is an acronym for supervisory control and data acquisition and is the standard term for an automated system that gathers and analyzes real time data. SCADA systems are employed to monitor and control a plant processes or equipment many industries, such as telecommunications, water treatment and solid waste treatment.

The duties and responsibilities associated with each of these areas are provided in the following narrative.

SCADA Network Administration

Includes maintaining multiple servers, and redundant servers with redundant software; maintaining data integrity; installing and customizing software; providing "on call" support for emergencies and off-hour problems; installing and maintaining network switches at remote sites; developing and implementing backup strategies to ensure data integrity and recoverability; and recommending replacement software and hardware. This network is not supported by the Department of Public Works or the Department of Administration's IT staff.

Network Security - Active Directory

Includes establishing user login and group policies, installing antivirus software, performing computer audits, and performing backups of the entire SCADA network.

Computerized Maintenance and Management System (CMMS)

Includes supporting Crystal Web Reporting as related to the CMMS system; providing day-to-day support for users; and supporting the iService web interface to the CMMS.

Network Infrastructure

Includes configuring, maintaining, and making changes to Cisco network switches and servers; maintaining personal workstations which currently number about 120; reloading programs into programmable logic controllers (PLCs); working with DPW's IT staff to configure and maintain firewalls; and monitoring and maintaining a storage area network.

Staff Direction

Includes supervising three technical employees who carry out the day-to-day maintenance of the system and create applications.

Changes in the duties and responsibilities of the position include the introduction of an Active Directory structure that replaced a UNIX-based system that is not supported by the Department of Administration's ITM Department or DPW's IT group. Due to the complexity of a Windows-based system which features a high level of redundancy, the responsibility of the job has increased, as well as the level of knowledge and skill required to successfully perform the job. In addition, the employee filling the job has responsibility for the security of hardware and is responsible for changing Cisco switches, something previously done by DPW's IT staff. Changing switches is a critical part of the job.

The knowledge, skills, abilities, and attributes (KSAs) required for successful job performance include knowledge of SCADA, Oracle, Crystal Reports, database development and maintenance; database security; and a basic understanding of the processes and equipment used in water treatment. The employee performing the job must also have skill in troubleshooting problems with hardware and software; the ability to direct, train, and coach employees; the ability to successfully manage projects; the ability to work with water plant personnel and other utility employees; and the ability to respond to emergencies on a 24/7 basis and remain calm while doing so.

The certifications most likely to be required for job include the following, listed in order of their importance and applicability to the duties and responsibilities of the job: certification by Rockwell to administer the SCADA system (required by Rockwell); Microsoft Certified Solutions Expert; and Cisco Certified Network Architect.

The job analysis indicates that this position requires a bachelor's degree in information technology and a minimum of four years of professional IT experience, a significant portion of which should include the administration of a SCADA system and the use of Oracle. It should be noted that the requirements, certifications, and KSAs included in this discussion have not been assessed for purposes of staffing. The type of job analysis performed for staffing is a separate process that produces a thorough and detailed listed of KSAs an employee must possess upon hire.

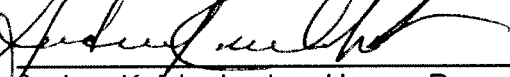
In comparing this job to other related positions in City government, the existing series of IT Support Specialist offers the most relevant comparison. This series consists of the following job classifications:

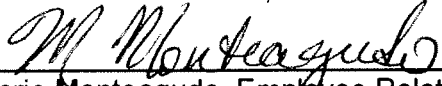
- IT Support Specialist-Senior PR 2GN \$50,206 - \$70,295
- IT Support Specialist PR 2EN \$44,194 - \$61,871
- IT Support Associate PR 5GN \$40,589 - \$48,721

Employees in these job classifications perform a variety of professional duties to support network services and assist users throughout the Department of Public Works, except in the Water Works. Although employees in these job classifications, particularly those at the senior level, can and do provide direction to other employees, it is not a significant part of the job. In contrast, the Network Coordinator-Senior under consideration has formal supervisory responsibility for other employees.

Due to the fact that the Water Works maintains its own network and that the position under consideration supervises three technical employees, we recommend reclassifying the position a grade level above that of IT Support Specialist-Senior. We therefore recommend that Network Coordinator-Senior in PR 2GX be reclassified to Automated Systems Supervisor in PR 1DX with a range of \$53,519 to \$74,922.

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

Department of Employee Relations

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 1, 2012
 Department: Department of City Development

Current	Requested	Recommended
New Position	Accountant II PR 2DN (\$41,458 - \$58,037) Recruitment at \$45,940	Accountant II PR 2DN (\$41,458 - \$58,037) Recruitment at \$45,940

No Action Required

Background

The Department of Employee Relations received a letter dated March 6, 2012 from Martha Brown, Deputy Commissioner - City Development, regarding classification of a new position of Accountant II. The department submitted a new job description and discussions were held with Judy Allen, Resource and Administrative Manager.

Duties and Responsibilities

The primary function of this position is to provide professional accounting and related financial management support for Neighborhood Improvement Development Corporation (NIDC) and Department of City Development (DCD) accounting activities. Duties and responsibilities include the following:

- 25% Under the direction of the Accounting Manager function as the lead Accountant for all NIDC activities including meeting all reporting and audit deadlines related to NIDC's involvement with DCD.
- 20% Maintain a comprehensive knowledge of all NIDC accounts and projects and provide interim financial reports to NIDC Board and management.
- 10% Perform all NIDC related banking activities including the review of fund transfers, reconciliation of NIDC accounts and the reevaluation of inventory.
- 10% Calculate NIDC program income and assist in the preparation of Community Development Block Grants (CDBG) and HOME Investment Partnerships (HOME) budgets and amendments; and prepare 1099 Miscellaneous Income forms.
- 10% Manage grant fund availability, client balances, and CDBG and HOME compliance; and assist in managing loan portfolio and calculation of loan loss reserves.
- 15% Take lead role in the year-end closing of NIDC accounting for all activities in which NIDC is associated with DCD including the preparation of financial data; prepare closing

journal entries and review ledgers; provide Accounting Manager with City account balances to the appropriate ledgers; and prepare year-end NIDC financial statements and notes.

- 10% Work closely with City and NIDC external auditors and staff to help ensure efficient audits; analyze, extract, and report activity from City FMIS system; maintain Access database and Loan Ledger software; and perform other duties as assigned.

Requirements include a Bachelor's Degree in Accounting plus three years of experience in accounting/bookkeeping and/or accounting and financial analysis. Equivalent combinations of education and experience may also be considered. Other requirements include an ability to work with computerized accounting systems, spreadsheets, and word processing software.

Analysis

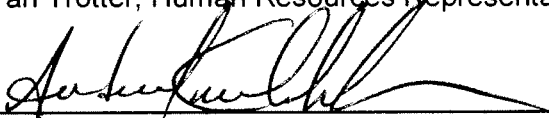
This new position was created as part of the 2012 budget and will be located under Finance and Administration. To study this position, comparisons were made to other positions in the City including the classifications of Accountant I and Accountant II. Both classifications require a Bachelor's Degree although equivalent combinations of education and experience may also be considered. The Accountant I job classification is considered an entry-level job that has standard accounting duties and responsibilities. The Accountant II level has higher level duties such as the preparation of consolidated financial statements, designing and preparing financial reports, management of loan portfolios and/or making investment recommendations.


The position under study will function as the lead Accountant for all NIDC activities, provide interim financial reports to the NIDC Board and management, perform all NIDC banking activities, assist in managing the loan portfolio and calculation of loan loss reserves, and take the lead role in the year-end closing of NIDC accounting for all activities in which NIDC is associated with DCD including the preparation of financial data. With these higher level duties the requested level of Accountant II in Pay Range 2DN is appropriate.

Recommendation

Based on the above analysis we therefore recommend that this new position be classified as Accountant II in Pay Range 2DN.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director