



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

September 30, 2011

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

Dear Committee Members:

Re: Common Council File Number 110455

The following classification and pay recommendations were approved by the City Service Commission on **September 27, 2011**.

In Employees' Retirement System, one vacant position of Systems Analyst-Senior, SG 08 was recommended for reclassification to ERS Functional Applications Manager, SG 11.

The following classification and pay recommendations were approved by the City Service Commission on **August 9, 2011**.

In Employees' Retirement System, one vacant position of Paralegal, PR 549 was recommended for reclassification to Program Assistant II, PR 530.

In the Health Department, one vacant position of Lead Risk Assessor II, PR 541 was recommended for reclassification to Environmental Hygienist, PR 555.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 3 Job Evaluation Reports
1 Fiscal Notes

C: Mark Nicolini, Renee Joos, James Carroll, Troy Hamblin, Nicole Fleck, Jerry Allen, Martin Matson, Kelly Reid, Bevan Baker, Raymond Weitz, Raquel Filmanowicz, Paul Biedrzycki,

Job Evaluation Report

City Service Commission Meeting: September 27, 2011
 Department: Employee's Retirement System

| Current | Request | Recommendation |
|---|--|---|
| Systems Analyst-Senior SG 08 (\$57,028 - \$79,836) Vacant | Functional Applications Manager SG 12 (\$73,627 - \$103,077) | ERS Functional Applications Manager SG 11 (\$69,090 - \$96,722) |

Action Required

In the Salary Ordinance, under Salary Grade 11, add the title "ERS Functional Applications Manager" and footnote "3" to read as follows: "3/ Recruitment may be at any rate in the salary grade, subject to prior approval by the Department of Employee Relations and the Chair of the Committee on Finance & Personnel".

In the Positions Ordinance, under Employees' Retirement System, Information Systems, delete one position of "Systems Analyst-Senior" and add one position of "ERS Functional Applications Manager".

Background

On June 15, 2011, the Executive Director of the Employees' Retirement System (ERS) requested that a vacant position of Systems Analyst-Sr. (SG 08) be reclassified to a Systems Analyst Project Lead (SG 11) to enable the department to "deploy a lead position within its IT area, and eliminate a contract position that currently performs those functions." Subsequent discussions with the department resulted in the department changing the request to a Functional Applications Manager (SG 12) and another letter with more detailed information about the position was received from the Executive Director on September 23, 2011.

In studying this request the following written documents were reviewed: a new job description for the position prepared by the ERS; an outline of a major project that the employee filling the reclassified position will be required to fulfill; and supplementary information regarding the position's level of responsibility and impact upon the ERS's operations. In addition, several discussions were held with Martin Matson, ERS Deputy Director, and Kelly Reid, ERS Chief Information Technology Officer regarding the purpose of the position, duties and responsibilities, and technical and personal competencies required for successful job performance.

Duties and Responsibilities

The proposed applications manager will report to the Chief Information Technology Officer, SG 16. The primary purpose of the position is to plan, coordinate, and supervise all activities related to the design, development, and implementation of the department's organizational information systems and software applications, particularly MERITS, the department's primary information technology system. This manager will also be responsible for maintaining, supporting, and upgrading existing systems and applications. The individual performing the job will apply proven communication skills, problem-solving skills, and knowledge of best practices to guide his or her development team on issues related to the design, development, and deployment of mission-critical information and software systems.

Overseeing the work of four employees, and possibly a fifth in the future, is an important aspect of the job. The development team currently consists of two programmer analysts and two functional systems analysts, all of whom are contracted from an outside agency. It is intended that the manager filling this position will work in a hands-on fashion, troubleshooting issues in MERITS databases and subsystems; performing in-depth business and systems analysis of the department's information technology system and making recommendations for improvement; conducting cost-benefit analyses for projects; creating appropriate managerial metrics; preparing reports for the ERS and its Board as required or requested; and documenting changes in processes.

Knowledge, Skills, Abilities, and Attributes (KSAs)

The noteworthy knowledge, skills, abilities, and attributes needed for successful job performance are listed below.

Knowledge of:

- Java programming best practices and standardization
- Development standards such as .Net, Asp, and the like
- Operational characteristics of a variety of information technology platforms and operating systems
- Principles and practices of application software installation and support
- Principles and practices of application development and troubleshooting
- Principles and practices of project management
- Principles of team leadership and supervision, including coaching, developing, supervising, and motivating technical employees.
- Best practices used to install, administer, monitor, and upgrade software systems
- Principles and procedures of quality assurance and security related to complex, large computer systems and applications

Skill and Ability to:

- Research, analyze, and evaluate new service delivery methods and techniques
- Communicate clearly and concisely, both orally and in writing
- Establish and maintain effective working relationships with coworkers, management, vendors, contractors, employees supervised, support personnel, consultants, and others
- Oversee and participate in the management of software applications and information systems analysis
- Develop project time lines and identify project tasks and procedures
- Recommend, design, implement, install and maintain large, complex computer software applications
- Define complex problems, collect data, establish facts, draw valid conclusions and prepare appropriate reports
- Manage customer relations and expectations
- Use automated project management tools and provide advanced project management services
- Implement quality assurance and security procedures for applications services
- Effectively present information and/or respond to inquiries/complaints from management, the Annuity and Pension Board, colleagues, City agencies or the public

Personal attributes of the employee performing the job include absolute integrity and a high degree of initiative.

The minimum requirements for the job, as presented on the job description written by the department, are a bachelor's degree in computer science, management information systems or a closely related field; experience in the analysis, documentation and design of administrative and business operations practices and systems; five years prior experience in programming development, support and maintenance in a Java environment; and three to five years of prior experience supervising or leading a team of technical staff. It should be noted that these requirements have not been assessed for purposes of staffing.

Comparisons to Other City Information Technology Positions and External Market Rates

Information Technology Management Division (ITMD)

The type of operations associated with the work of the Information Technology Management Division are more similar to that performed in the ERS than that of specialized information systems found in such City department the Public Library, Department of Neighborhood Services, Municipal Court, or other departments. For that reason, it is appropriate to examine the established job hierarchy existing in ITMD, especially as it pertains to applications development.

Information Technology Management Division Applications Development Section

| | Salary Grade | Min | Max |
|----------------------------------|--------------|----------|-----------|
| Applications Development Manager | 12 | \$73,627 | \$103,077 |
| Systems Analyst-Project Leader | 11 | \$69,090 | \$ 96,722 |
| Systems Analyst-Sr. | 08 | \$57,028 | \$ 79,836 |
| Systems Analyst | 06 | \$50,206 | \$ 70,295 |
| Programmer Analyst | 598 | \$55,374 | \$ 67,258 |
| Programmer II | 556 | \$48,133 | \$ 58,690 |
| Programmer I | 515 | \$36,216 | \$ 44,277 |

Applications Development Manager, SG 12, ITMD

The Applications Development Manager, SG 12 in ITMD has responsibility for the creation, development, release, and maintenance of all Citywide software applications, including E-Government Web applications. This requires strategic planning, long and short-term planning, and the allocation of resources. To carry out its goals, this position manages a team of software 10 software developers.

There are approximately 35+ E-Government applications, including:

- Service requests
- E-Notify
- Taxbill epayment system
- Tax bill account retrieval system
- Citizen service request report generation
- Generic e-payment module

- Auction website
- Bartender license renewals
- Licensing e-payments-City Clerk's Office
- Health Department inspection report retrieval
- Application for community prosecutor
- Bid notification system
- MPROP (master property) file extraction modules
- My Milwaukee Home—Property Information Retrieval system
- Wisconsin Motor Vehicle Accident Reports retrieval system

There are some 14 Intranet applications, including:

- Validation of State-provided Voter Address range lists
- Quarter Section Map Retrieval
- Election Commission District/Ward Report
- Worksite Safety Survey
- Treasurer's Credit Card processing (tax bills payments only)
- E-Reports – e-statistics (for example, number and amount of epayments made)

At the present time there are 47,500 people registered for any e-government application, which also includes payments, service requests, and notices. Some 22,000+ individuals have signed up to receive some type of notification, resulting in over 300,000 notices being sent thus far this year. Each month the City's Website receives approximately 350,000 hits.

Requirements for this senior-level position, as provided on the job description for the position, include a master's degree in computer science or related field and 8 to 10 years of experience in a complex information technology environment. Equivalencies of education and work experience are acceptable.

Systems Analyst-Project Leader, SG 11, ITMD

The basic function of the Systems Analyst-Project Lead, SG 11 in ITMD is to plan, direct, coordinate, and protect Web applications and provide guidance, policy, and procedures for Web development in all City departments, including ITMD. This position also has lead worker responsibilities for 6 employees. The major areas of responsibility associated with the job are:

- Project management / lead responsibilities
- Standards development
- System development
- System maintenance and support

Noteworthy aspects of standards development include the creation and maintenance of procedures, policies, and best practices for Java-based web applications; and the creation of documentation standards and software development standards for ITMD and City departments. These constitute new areas of responsibility for the job.

As a project leader, the employee filling the position assigns work to software developers within ITMD, supervises and coordinates their work, ensures that job performance standards are met, and oversees the creation of documentation. For system

maintenance and support, the position also provides desktop support for software developers using Rational Application Developer.

The position requires a bachelor's degree in information management or related area and a minimum of 5 years of professional systems analysis experience in microcomputer, midrange, and/or mainframe environments. Notable skills and knowledge include demonstrated experience in application design and management systems; skill in using Java, IBM Web Sphere, Application Server, and IBM Rational Application developer; knowledge of online transaction processing systems; knowledge of database design; and knowledge of project management. It is essential that the individual filling this position be able to resolve complex technical problems and estimate resource requirements.

GIS Developer-Project Leader, SG 11, ITMD

In addition, another applications team leader in ITMD, that of a GIS Developer-Project Leader, SG 11, has responsibility for planning directing, coordinating, the work and staff of seven systems analysts and programmers. Notable knowledge, skills, abilities, and competencies include: the ability to plan, coordinate, and implement complex projects; the ability to supervise, coach, and train staff; the ability to accurately estimate resources, time, and costs required to complete projects; knowledge of application design and management systems; knowledge of advanced programming languages; knowledge of online transaction processing systems; knowledge of database design.

The minimum requirements for this job include five years of professional systems analysis experience in web, microcomputer, midrange and/or mainframe environments and demonstrated ability to lead project teams.

Considering the level of work performed by the proposed ERS functional applications manager, it appears that the level of responsibility exercised by this position is more similar to that of a Systems Analyst-Project Leader, SG 11, or a GIS Developer-Project Leader, SG 11, than the Applications Development Manager, SG 12, in ITMD.

In terms of external competitiveness, the Department of Labor's Bureau of Labor Statistics reported the following mean (average) salaries for the Milwaukee-West Allis-Waukesha metropolitan area as of May, 2010.

Average Rates of Pay for Selected Information Technology Positions
Milwaukee-West Allis-Waukesha Area, May 2010
U.S. Department of Labor, Bureau of Labor Statistics

| | Employment | Average Rate of Pay |
|--|--------------|---------------------|
| Software Developer, Systems Software | 1,250 | \$83,250 |
| Software Developments, Applications | 4,920 | \$78,530 |
| Computer Systems Analysts | 4,560 | \$78,430 |
| Database Administrators | 740 | \$75,050 |
| Information Security Analysts, Web Developers, & Computer Network Architects | 2,210 | \$68,570 |
| Computer Programmers | 2,470 | \$67,170 |
| Network & Computer Systems Administrators | 2,400 | \$67,110 |
| Computer Support Specialist | 3,430 | \$47,860 |

Although this survey did not contain data for applications manager, the data is useful in that it shows that the average pay for all Applications Software Developers was \$78,530. This means that roughly 50% of the jobs were below \$78,530 and 50% were above that rate. It stands to reason that the average rate of pay for an applications manager would be higher than Applications Software Developers.


Conclusion and Recommendation

Internal comparisons from within City government in ITMD indicate that the proposed position of applications manager is more akin to a Systems Analyst-Project Leader, SG 11, than the Applications Manager, SG 12 in ITMD. Further, as indicated in Appendix A, other IT managers in City departments outside of ITMD also exercise considerable responsibility for staff, resources, security, and systems.

We therefore conclude that a Salary grade 11 is an appropriate pay level for the ERS applications manager which has a maximum of \$96,722. Considering the demand for applications managers, which according to the U.S. Department of Labor is high and will remain so for the next decade, and the level of expertise the employee filling this position will be required to possess, it is also appropriate to recommend that recruitment for the individual filling the position be allowed at any rate in the range. The same degree of flexibility in recruitment currently exists for several other positions in the ERS.

In light of the foregoing, it is recommended that a vacant position of Systems Analyst-Sr. SG 08 be reclassified to ERS Functional Applications Manager in Salary 11 with the provision that recruitment be allowed at any point in the range.

Prepared By: 
Laura Sutherland, Human Resources Representative

Reviewed By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Maria Monteagudo, Employee Relations Director

Appendix A

Information Technology Job Classifications in City Departments Outside of ITMD

Business Systems Manager, Salary Grade 10, Dept of City Development (\$64,805 - \$90,728)

Responsible for coordinating the activities and directing the resources of the Department of City Development (DCD), the Redevelopment Authority of the City of Milwaukee (RACM), and the Housing Authority of the City of Milwaukee (HACM) Information Technology Section in order to assure the effective and efficient alignment of information technology within the business functions of these three agencies. Requirements include a Master's Degree in Management Information Systems, Business Administration, Computer Science or related field and five years of experience working in an information gathering or systems position in a business, government, or institutional organization with at least two years of experience as a project leader or manager.

Data Services Manager, Salary Grade 10, Police Department (\$64,805 - \$90,728)

Provides comprehensive control of the technical operation and efficiency of the Police Department's Computer Aided Dispatch System including the computer equipment, system software, peripheral hardware, and associated equipment; and has supervisory responsibility for 23 staff. Requirements include Bachelor's Degree in Computer Science or related field, three years of related experience, and comprehensive knowledge of the Computer Aided Dispatch System (CADS) including file layouts, system architecture, programming methods, start-up procedures, remedial problem solving methods, the operating system and applicable programs.

Network Manager, Salary Grade 10, Municipal Court (\$64,805 - \$90,728)

Directs, plans, budgets, coordinates, and prioritizes technology-related projects of the Municipal Court; manages day-to-day operations and assures the availability and security of the Municipal Court's information resources on a 24-hours per day, seven days a week basis including the Municipal Court Management System, administrative systems including data sharing and E-Mail, and electronic access to City, County, and State applications; and other duties as assigned. Requirements include a Bachelor's Degree in Information Systems Management, Computer Science, or related field and three years of recent progressively responsible experience in designing, installing, and configuring local and wide area network hardware and software.

Network Manager, Salary Grade 10, Neighborhood Services (\$64,805 - \$90,728)

Develops and manages computer related projects for the Department of Neighborhood Services; performs strategic planning, analysis, development, procurement, implementation, and management of projects, systems, and computer network resources. This system is used by other City Departments including the Mayor's Office, Common Council/City Clerk, City Attorney, Administration – Budget Office, Police Department, City Treasurer, Assessor's Office, Health Department, City Development, and Department of Public Works. Requirements include Bachelor's Degree in Computer Science, Information Systems, Business Administration or related degree and five years of recent experience in information systems management, project management, applications development, programming, or technical support in local area networks.

Network Manager, Salary Grade 10, DPW-Water Works (\$64,805 - \$90,728)

Lead activities of Technical Service Group in planning, developing, administering, and supporting a complex and varied set of networked systems in the Water Works. This includes resource administration (50%), technical support (35%), and planning and making recommendations for the future (15%). Systems include Municipal Utility Package Software (MUPS) for water meter inventory, reading, billing and customer service functions; and SCADA (Supervisory Control and Data Acquisition) and DCS (Distributed Control Systems) utilized for plant operation, pumping control, chemical feed and ozone operation. Requirements include a Bachelor's Degree in Information Management, Computer Science, Business Administration, or related field and four years of experience as a professional systems analyst or technical systems analyst working with database and management systems, advanced languages, batch and online transaction processing systems, project management methods and procedures, and data communications.

Information Systems Manager, Salary Grade 11, Police Department (\$69,090 - \$96,722)

Responsible for the design, maintenance, and operation of Police data communication systems; project planning and management; maintenance of customer relationships; procurement and management of personnel and other project resources; providing expert level system analysis capabilities; and providing quality assurance, systems, and programming. This position supervises 30 staff including contractors. Requirements include a Bachelor's Degree in Information Systems or Computer Science or related field and five years of experience in systems analysis, information project management, programming, and microcomputer use and operation.

Library Technical Services Manager, Salary Grade 12, Library (\$73,627 - \$103,077)

Plans and implements policy for the operation and improvement of the Library's Technical Services Bureau; responsible for the administration, budgeting, and program development to support the selection and acquisition of library materials, automation of library operations and services, cataloging and authority control, bibliographic and item inventory database management, and binding, repair, and physical preparation of materials; and directly supervises five employees including a Network Manager in Salary Grade 10 and indirectly supervises another 37 positions. Requirements include a Master's Degree in Library Science and five years of professional library experience including two years in a supervisory capacity.

Job Evaluation Report

City Service Commission Meeting: **August 9, 2011**
 Department: **Employees' Retirement System**

| Current | Request | Recommendation |
|--|--|--|
| Paralegal PR 549 (\$51,455 - \$60,432) Vacant | Program Assistant II PR 530 (\$41,495 - \$46,975) | Program Assistant II PR 530 (\$41,495 - \$46,975) |
| Rationale: The nature of work and level of work performed is consistent with the standard established for the Program Assistant II job classification. | | |

Action Required

In the Positions Ordinance, under Employees' Retirement System, Management Support Services, delete one position of "Paralegal" and add one position of "Program Assistant II".

Background

On June 15, 2011, we received a request from Bernard J Allen, Executive Director of the Employees' Retirement System (ERS) to study a vacant position of Paralegal, PR 594. In studying this request, written documentation in the form of a request letter and job descriptions for both positions were reviewed and discussions were held with Martin Matson, Deputy Director for the ERS.

Analysis

In order to balance its workload, the ERS has requested that a vacant Paralegal position be repurposed to that of a Program Assistant II. This position will be assigned to the group life insurance program and perform the following duties and responsibilities:

- completing enrollment applications
- changing coverage as required or requested
- making changes in beneficiaries as requested by policy holders
- maintaining demographic records and databases to ensure that benefits are administered correctly and comply with legal provisions
- preparing reports for management, third party administrators, and the ERS Board
- researching and processing death claims, including issues related to coverage
- reviewing bills from the group life insurance carrier and preparing payment requests
- providing customer service to policy holders, providers, and management

In addition, the employee performing the job will give group presentations regarding the City's group life insurance program and be trained as a back-up for employees who administer health and dental benefits for retirees.

Notable knowledge, skills, abilities, and attributes required for this job include:

Knowledge of:

- The principles and practices of employee benefits administration.
- Claims processing and payment functions.
- Research techniques.

Ability to:

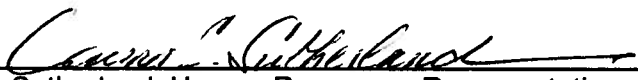
- Interpret a variety of computer generated reports
- Give effective group presentations.
- Interact tactfully, empathetically, and courteously with policy holders, providers, coworkers and others
- Quickly learn technical job-related material
- Use standard office hardware and software, including databases, to maintain information and produce reports

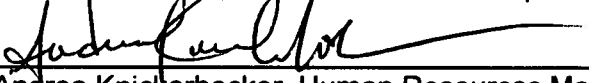
The minimum requirements for the job, as stated on the job description prepared by the ERS, are a bachelor's degree in business or human resources management and two years of experience administering benefits or insurance. This job analysis indicates that the amount of experience required could be a lesser amount of time, perhaps six months to a year, which would be more in sync with other entry-level professional positions. The specific requirements for the position will however be determined through a separate job analysis conducted by the Staffing Division.


Program Assistants in City government perform a wide variety of administrative work in support of a program or distinct area of operations within a City department. There are three levels in this series. The "I" level requires four years of office support experience performing duties related to the occupational area in which the position is assigned, with at least one year of experience at the level of Office Assistant III or above. The "II" level requires the level of knowledge and skill normally obtained with a bachelor's degree in an appropriate area. The "III" level is intended for positions that perform a variety of duties and responsibilities to support a significantly complex program or area of operations within a City Department. In addition to requiring the equivalent knowledge and skill obtained with a bachelor's degree, these positions require in-depth knowledge of technical and/or administrative processes. A Program Assistant at the "II" level therefore appears appropriate for this redefined position in the ERS.

Recommendation

It is therefore recommended that one position of Paralegal, PR 549 in the ERS be reclassified to Program Assistant II, PR 530.

Prepared By: 
Laura Sutherland, Human Resources Representative

Reviewed By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

City Service Commission Meeting: **August 9, 2011**
 Department: **Health**

| Current | Requested | Recommended |
|---|---|---|
| Lead Risk Assessor II PR 541 (\$43,909 - \$52,069) Vacant | Environmental Hygienist PR 555 (\$48,133 - \$54,958) | Environmental Hygienist PR 555 (\$48,133 - \$54,958) |
| Rationale: The nature and level of work associated with this job conforms to that of other Environmental Hygienists in the Milwaukee Health Department. | | |

Action Required:

In the Positions Ordinance, under Health Department, Disease Control and Environmental Health Services Division, Home Environmental Health, Childhood Lead Poisoning Prevention Program (W), delete one position of "Lead Risk Assessor II (X)(W) (QQ)" and add one position of "Environmental Hygienist (X)(W)(QQ)".

Background

On May 4, 2011 the Commissioner of Health, Bevan K. Baker, FACHE, requested that a vacant position of Lead Risk Assessor II be repurposed to that of an Environmental Hygienist to more effectively meet the business needs and public health goals of the department.

In conducting this study, written documentation in the form of a request letter from the department and job descriptions for both the Lead Risk Assessor II and Environmental Hygienist were reviewed. In addition, a discussion was held with Ray Weitz, Health Personnel Officer.

Analysis

Reporting to the Lead Program Field Supervisor, the Environmental Hygienist will function as a radiation and HEPA specialist, providing technical expertise and ensuring quality control in the Childhood Lead Poisoning Prevention Program (CLPPP). The duties and responsibilities associated with the job are as follows:

- Conducting special research and evaluation projects
- Preparing technical reports and maintaining statistical records on Investigations and abatement activities
- Conducting ongoing review and analysis of local, state, and federal regulations
- Assisting inspectors with case management activities as needed
- maintaining and updating CLPPP risk assessment protocols
- Maintaining all equipment and supplies, including ARF analyzers, radiation dosimeters, HEPA vacuums, and dust sampling kits according to strict protocols.


The nature of work associated with this job fits into the category of Environmental Scientists and Specialists, Including Health (19-2041.00) as defined by the U.S. Department of Labor.

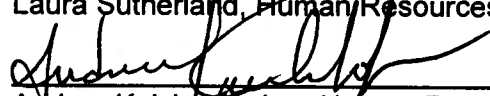
Requirements for the job, as provided in the description prepared by the Health Department, include a bachelor's degree with major coursework in environmental health or the natural sciences and three years of experience as a certified lead risk assessor. These requirements have not been assessed for purposes of recruitment and hiring.

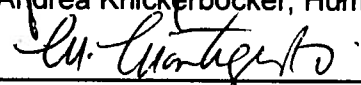
The duties and responsibilities of this job, as outlined above, were previously performed by an Environmental Hygienist. A review of the level and knowledge and skill required to perform these duties and the degree of responsibility associated with them indicates that the level of work performed is equivalent to that performed by other Environmental Hygienists in the Health Department.

Recommendation

It is therefore recommended that one position of Lead Risk Assessor II, PR 5341, be reclassified to Environmental Hygienist, PR 555.

Prepared By: 
Laura Sutherland, Human Resources Representative

Reviewed By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Maria Monteagudo, Employee Relations Director