



Department of Employee Relations

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Job Evaluation Report

Fire and Police Commission Meeting: April 21, 2022

The report recommends an increase in minimum recruitment rates for human resources positions due to difficulty with recruiting and retaining employees. Recommendations are based upon an analysis of the cost of labor within southeastern Wisconsin. This report also recommends reclassification of a number of positions based upon the level of responsibilities and competencies. Additional reports will follow that will address higher-level human resources titles as well as other closely related titles.

Police Department

Current	Recommended
<p>Human Resources Specialist (One Position)</p> <p>PR 1DX (\$55,962 - \$78,342)</p>	<p>Human Resources Supervisor (One Position)</p> <p>PR 1EX (\$59,632 - \$83,481) FN: Recruitment at \$77,182 FN: Appointment may be at any rate in the pay range with the approval of DER.</p>
<p>Police Payroll Supervisor (One Position)</p> <p>PR 1CX (\$52,498 - \$73,504) FN: Appointment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.</p>	<p>Police Payroll Supervisor (One Position)</p> <p>PR 1DX (\$55,962 - \$78,342) FN: Recruitment at \$72,383 FN: Appointment may be at any rate in the pay range with the approval of DER.</p>
<p>Human Resources Analyst-Senior (Three Positions)</p> <p>PR 2FX (\$49,643 - \$68,968) FN: Appointment may be at any rate in the pay range with the approval of DER.</p>	<p>Human Resources Representative (Three Positions)</p> <p>PR 2HX (\$55,962 - \$78,342) FN: Recruitment at \$72,383 FN: Appointment may be at any rate in the pay range with the approval of DER.</p>
<p>Human Resources Assistant (Two Positions)</p> <p>PR 5IN (\$47,274 - \$55,763) FN: Recruitment at \$48,735</p>	<p>Human Resources Assistant (Two Positions)</p> <p>PR 5IN (\$47,274 - \$55,763) FN: Recruitment at \$49,396 FN: Appointment may be at any rate in the pay range with the approval of DER.</p>

Market Rates of Pay

The majority of the recommendations in this report are related to the cost of labor in southeastern Wisconsin. Staff reviewed market data from the Bureau of Labor Statistics, the Economic Research Institute (ERI), a salary survey to which DER subscribes, and MRA, a salary survey to which DER subscribes.

The breadth of data shown below represents the competitive rates of pay for the positions reviewed in this report. This review reveals that the rates of pay for City of Milwaukee human resources positions are below market. As a result, City departments have had difficulty recruiting and retaining employees in these positions.

Human Resources Supervisor, ERI

Years of Exp	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	71,174	77,725	86,299	94,815	103,300
6	69,031	75,385	83,714	91,979	100,228
5	66,900	73,057	81,140	89,152	97,163
4	64,780	70,739	78,577	86,334	94,106
3	62,671	68,432	76,023	83,525	91,055
2	60,573	66,135	73,478	80,724	88,011
1	58,487	63,847	70,942	77,931	84,973

Typical Duties Include:

- *Supervises activities of employees engaged in compensation, training, employment, benefits administration, employee records, labor relations, safety, affirmative action and employment equity programs, and/or personnel research.*
- *Aids in developing and implementing methods and procedures for monitoring work activities, such as preparation of records of expenditures and progress reports, in order to inform management of current status or work activities.*
- *When supervising employees engaged chiefly in one functional area, is required to be adept in activities of employees supervised.*
- *When supervising employees in several functional areas, is required to possess general knowledge of the activities involved.*

Human Resources Generalist Senior, ERI

Years of Exp	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	71,697	77,809	85,876	93,749	101,664
6	70,204	76,190	84,098	91,811	99,574
5	68,753	74,616	82,369	89,924	97,539
4	67,338	73,079	80,681	88,082	95,550
3	65,951	71,573	79,025	86,274	93,597
2	64,583	70,087	77,392	84,489	91,668
1	63,227	68,613	75,770	82,716	89,751

Typical Duties Include:

- *Shares responsibilities of the Human Resources Manager, minus supervising a staff full time; and performs Human Resources Generalist duties.*

- Ensures the organization employs the right balance of staff in terms of skills and experience, and that training and development resources are available to enhance performance and achieve the business strategy.
- Assesses and responds to high level personnel issues including employee misconduct, harassment, and discrimination investigations.

Labor Relations Associate, ERI

Years of Exp	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	62,605	68,352	75,933	83,431	90,963
6	60,141	65,651	72,937	80,131	87,374
5	57,541	62,797	69,768	76,638	83,570
4	54,827	59,813	66,451	72,976	79,581
3	52,034	56,734	63,020	69,186	75,447
2	49,206	53,600	59,519	65,312	71,217
1	46,384	50,464	56,001	61,411	66,952

Typical Duties Include:

- Implements personnel administration, employee relations, and labor relations programs and practices incorporating activities such as recruitment, selection and placement, classification and salary administration, employee training and development, employee relations, benefits and employee record information programs, and labor relations.
- Aids in coordinating labor relations contract proposals, recommending economic guidelines for settlement, researching current labor relations issues, preparing information and testimony concerning negotiated contracts or other labor relations matters, and advising agency officials in matters of contract interpretation or employee discipline.
- Reviews management information data regarding employment trends, analyzes employment conditions, and recommends areas for improvement.

Human Resources Analyst, ERI

Years of Exp	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	61,311	66,529	73,475	80,207	87,037
6	59,834	64,922	71,704	78,270	84,940
5	58,395	63,354	69,975	76,377	82,890
4	56,988	61,820	68,283	74,524	80,883
3	55,607	60,315	66,621	72,703	78,908
2	54,247	58,830	64,980	70,904	76,957
1	52,899	57,357	63,352	69,118	75,019

Typical Duties Include:

- Assesses personnel policies, programs, and procedures, and informs employee and management personnel on the interpretation of them.
- Performs professional level human resources work and carries out responsibilities in one or more functional areas, such as, staffing, employee relations, compensation, training, employment, labor relations, safety, affirmative action and employment equity programs, and personnel research.

Human Resources Technician, ERI

Years of Exp	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	54,349	59,396	66,131	72,703	79,326
6	52,705	57,578	64,108	70,478	76,917
5	51,049	55,741	62,058	68,219	74,467
4	49,392	53,890	59,986	65,931	71,981
3	47,738	52,034	57,900	63,621	69,466
2	46,089	50,184	55,808	61,300	66,934
1	44,445	48,354	53,722	58,977	64,394

Typical Duties Include:

- *Performs clerical and administrative support to one or more functional areas within Human Resources.*
- *Work is distinguished from Personnel Clerk in that the Technician is capable of handling more complex aspect of the Personnel Clerk duties; the Personnel Technician requires more in-depth knowledge of personnel programs, company policies, and administrative procedures.*
- *Answers more complex employee questions.*
- *Explains more complex aspects of company personnel programs such as salary and benefit administration, recruitment and placement, employee development, employee relations and services, equal employment opportunity, and/or labor relations.*

Human Resources Administrator, ERI

Years of Exp	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	50,735	54,990	60,733	66,243	71,898
6	49,163	53,265	58,820	64,141	69,614
5	47,528	51,465	56,821	61,943	67,224
4	45,844	49,605	54,750	59,662	64,742
3	44,118	47,704	52,624	57,317	62,187
2	42,356	45,782	50,465	54,932	59,586
1	40,561	43,854	48,303	52,534	56,967

Typical Duties Include:

- *Provides general Human Resources support to the Human Resources staff.*
- *Administers policies, procedures, and programs relating to all aspects of human resource activity.*
- *Assures compliance with applicable Federal, State, and local laws as well as regulations from other applicable agencies.*
- *Organizes, updates, and maintains personnel files; prepares and manages HR documents, and performs data entry for the HRIS system software.*

Human Resources Associate, ERI

Years of Exp	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	49,888	53,458	58,439	62,978	67,768
6	48,773	52,237	57,093	61,516	66,196
5	47,455	50,791	55,493	59,775	64,321
4	45,941	49,134	53,649	57,763	62,150
3	44,258	47,305	51,604	55,525	59,730
2	42,440	45,357	49,428	53,130	57,132
1	40,527	43,341	47,205	50,669	54,451

Typical Duties Include:

- Assists in the creation and management of long-term human resource programs including employee policies, recruitment and onboarding procedures, engagement initiatives and other employee-related matters.
- Serves as a primary point of contact to answer general HR-related inquiries and responds to questions or concerns timely and accurately.
- Assesses job descriptions for accuracy and inputs job postings to online or physical job boards.

Human Resources Assistant, Personnel Clerk, ERI

Years of Exp	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	43,189	46,155	50,318	54,112	58,198
6	42,238	45,142	49,189	52,866	56,845
5	41,096	43,937	47,858	51,393	55,241
4	39,758	42,539	46,333	49,705	53,395
3	38,238	40,962	44,642	47,847	51,351
2	36,571	39,233	42,821	45,870	49,179
1	34,837	37,399	40,909	43,833	46,961

Typical Duties Include:

- Assists one or more functional areas within Human Resources.
- Performs diversified clerical and administrative activities.
- Makes files on all new personnel, photographing and assigning employee number.
- Records changes on all employee status as necessary; e.g., change of address, departmental transfers, rate increases, terminations, etc.
- Verifies payroll changes with computer printout.
- Enrolls new employees in programs.
- Processes and records information, such as personal data, compensation, benefits, tax data; attendance, performance reviews or evaluations, and termination date and reason.
- Processes employment applications; and assisting in other employment activities.

Analysis and Recommendations

Human Resources Supervisor (One Position)

PR 1EX (\$59,632 - \$83,481) Recruitment at \$77,182

Appointment may be at any rate in the pay range with the approval of DER.

The Human Resources Supervisor is responsible for the efficiency of the Human Resources Division; serves as the supervisor for background investigations; independently develops and manages HR related functions, with particular emphasis of those functions governed by law (e.g., equal employment opportunity, ADA, discrimination/harassment etc.); and manages the functions of the Applicant Review Committee.

Human Resources Administration

- Analyze, provide recommendations and prepare reports pertaining to various HR issues in the Department.
- Advise and assist Department members and others with interpretation of employment laws, rules, policies and procedures and render sound advice regarding a broad range of human resource issues involving City government, including the Fire and Police Commission.
- Manage the Department's Transfer Orders. Converse with Command Staff to make appropriate personnel work-location transfers.
- Manage staffing functions covering civilian management/non-management positions.
- Oversee Human Resources Analyst-Seniors' staffing responsibilities and work assignments.
- Respond to unemployment compensation requests on current and former Department members.
- Represent Department at unemployment compensation hearings. Correspond with Assistant City Attorney to seek advice and coordinate witnesses for various hearings.
- Prepare the EEO Plan submitted to the U.S. Department of Justice.

Manage Applicant Review Committee

- Provide training to calibrate new applicant review members.
- Ensure each committee is ethnically and gender balanced.
- Ensure committees assess applicants within the approved and established guidelines.
- Review results with Chief of Police in the absence of the Human Resources Administrator.

Labor Relations (Assists HR Administrator when needed).

- Advise Department managers, including upper level management on labor relation issues.
- Participate in grievance hearings as a Department representative and prepares a portion of the responses and settlements at procedure steps within the Department.
- Attend various meetings in the absence of the Human Resources Administrator, for example, Fire and Police Commission.

Other Related Functions

- Perform and develop HR training for Department members.
- Manage Department quarterly reports.

This position supervises the work of three Human Resources Analyst-Seniors, one Human Resources Assistant, two Office Assistant III's, two Office Assistant II's, one Payroll Supervisor, and one Health & Safety Officer.

The level of responsibility and competencies of the Human Resources Supervisor in the Police department are comparable to those of the classifications of other human resources supervisors including

Benefits and Wellness Supervisor, Pay Services Supervisor, and Workforce Planning and Certification Supervisor. Therefore, this report recommends reclassifying this position of Human Resources Specialist in Pay Range 1DX to a Human Resources Supervisor in Pay Range 1EX.

Police Payroll Supervisor (One Position)

PR 1DX (\$55,962 - \$78,342) Recruitment at \$72,383

Appointment may be at any rate in the pay range with the approval of DER.

The Police Payroll Supervisor oversees the operation of all Police Department Payroll functions and coordinates all changes in Police payroll system; represents the Police Department in all matters relating to the Police Department's payroll policies and operation; and prepares the department's salaries, wages and fringe benefit portion of the annual budget.

- Provide information, advice and propose operating instructions to all Police Department Supervisors and policy makers on payroll practices and provisions of the Police Department's orders and policies to provide orderly and accurate operation of the Department's \$100 million dollar plus salary budget.
- Provide management, guidance, direction and/or oversight for all MPD personnel/payroll functions, including personnel and pay transactions, payroll and benefits adjustments.
- Provide guidance and counsel to supervisors regarding work rules, policies and procedures.
- Administer the Sick Leave Incentive programs and Sick Leave review.
- Oversee probationary periods, salary increases, and benefits accruals. Generate and submit biweekly corrections of salary defaults.
- Audit salaries, HRMS entries and CityTime entries.
- Testify as expert witness in arbitration hearings and lawsuits as they relate to payroll.
- Provide employment information and documentation to Worker's Compensation regarding absences and separations; compile information and documentation for hearings and appeals.
- Provide guidance on payroll related matters to Department management, to all the Department's payroll supervisors via written bulletins, procedures or training sessions.
- Serve as Functional Lead for various databases.
- Oversee the design and maintenance of various CityTime applications such as e-Ticket, discipline, and absences. Set up security access for users of these databases.
- Create reports and produce statistics using DPW applications and PeopleSoft.
- Assist CityTime users in response to ITMD RITS submittals.
- Participate in PeopleSoft upgrades.
- Develop, maintain, and disseminate management information systems applications from payroll-related issues for the benefit of Department managers.
- Make certain that all payroll data is reported and processed in accordance with the Department's policies and needs.
- Provide information and guidance on personnel and payroll matters.
- Provide personnel and payroll reports per request by managers for use in salaries budgeting, disciplinary decisions, vacation scheduling, and manpower issues.
- Provide an ongoing evaluation of the Department's payroll practices to ensure they are consistent with FLSA, City, and Police Department policies and needs and labor contract provisions.
- Train and supervise the work of the Department's payroll staff including one Personnel Payroll Assistant III and two Personnel Payroll Assistant II. Oversee and review all on-line entry of Police Department data.

The responsibilities and competencies of the Police Payroll Supervisor are comparable to those of the Human Resources Representatives across City departments as well as the classifications of Accountant

Lead, Accounting Supervisor, and Auditor Lead in the Comptroller's Office. Therefore, this report recommends reallocating this position of Police Payroll Supervisor from Pay Range 1CX to Pay Range 1DX.

Human Resources Representative (Two Positions)

PR 2HX (\$55,962 - \$78,342) Recruitment at \$72,383

Appointment may be at any rate in the pay range with the approval of DER.

The Human Resources Representative is responsible for managing personnel administration and labor relations issues in the Milwaukee Police Department. This position assists both the Human Resources Administrator and Human Resources Supervisor and has oversight of the work of the Human Resources Division's support staff.

Human Resources Administration

- Works to maintain optimum staffing level for the Department.
- Monitor all separations and vacancies (entry level and promotional) according to Department protocol.
- Responsible for all requests to fill notices to the Budget Office for Finance and Personnel Committee approval.
- Provide orientation presentation to new employees (law enforcement and civilian personnel).
- Interpret employment laws, Department rules and procedures, and two labor association contracts.
- Review, process, and monitor leaves of absence and returns.
- Supervise, train, and provide work direction to Human Resources support staff.
- Responsible for correspondence for Fire and Police Commission.
- Prepare and/or composes personnel related documents and correspondence such as charts, job descriptions; correspondence associated with separations, reappointments, and probationary extensions.
- Participate in activities regarding transfer and assignments. Review Personnel Orders.
- Advise/guide supervisors /employees with job related issues/problems regarding sensitive issues.
- Develop employee and attendance improvement plans.
- Approve Tuition Reimbursement applications. Provide guidance to members and consult with DER on reimbursement issues.

Records Management

- Responsible for Open Records requests, internal and external, for employee personnel records incident to Open Records law.
- Provide direction to staff responding to requests.
- Assist with responses to open record requests.
- Prepare Employment Verification request for information not available via The Work Number.

Recruitment, Interviewing, Selection Activities

- Facilitate recruitment/appointment process for civilian positions (entry level and management).
- Oversee recruiting activities.
- Coordinate/officiate promotion ceremonies (law enforcement and civilian personnel).
- Prepare job announcement bulletins for internal and citywide postings.
- Assist FPC and DER with functions of the hiring process for MPD positions.
- Develop interview questions and tests for internal selection processes consistent with duties and job responsibilities.
- Review and monitor selection process of law enforcement specialty unit vacancies.

- Monitor and coordinate recruit police officer and police aide classes.
- Assist Department of Employee Relations with Oral Raters and Written Assessment Raters for Police Officer, Police Aide, and Emergency Communication Operator candidates.
- Collaborate with department supervisors and DER to create and implement career ladders for various civilian positions.

Employment/Labor Relations Activities

- Act as liaison for civilians with Labor Negotiator and assists in preparation of the City proposals pertaining to Department Rules and Procedures.
- Assist Human Resources Administrator and Human Resources Specialist with MPSO and MPA labor associations when required.
- Respond to other managers, employees, and City agencies regarding labor relation issues and interpretation.
- Respond, provide direction, and monitor grievances.
- Approve FMLA's and invoices in the absence of the Health & Safety Officer of the Medical Section.
- Respond to request for information from the Offices of the Chief, City Attorney, and outside agencies.
- Attend Common Council meetings as directed by HR Administrator (e.g. Finance and Personnel, Public Safety).
- Supervise and assist Applicant Review Committee (ARC) functions in absence of HR Specialist.

This position oversees the work of one Human Resource Assistant, two Office Assistant III's and one Police Aide.

Human Resources Representative positions in the Fire & Police Commission, Employee Relations and City departments provide a full range of professional personnel services to City managers employees, and the public. Incumbents of these positions perform independent analyses of complex human resources issues within their area of expertise and across the field of human resources. The job descriptions provided for these positions in the Police department indicate responsibilities and competencies at the level of a Human Resources Representative. Therefore, this report recommends reclassifying these positions of Human Resources Analyst – Seniors in Pay Range 2FX to the level of Human Resources Representative in Pay Range 2HX.

<p>Human Resources Assistant (Two Positions)</p>

<p>PR 5IN (\$47,274 - \$55,763) Recruitment at \$49,396</p>

<p>Appointment may be at any rate in the pay range with the approval of DER.</p>
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The Human Resources Assistant is a lead worker for the Police Department's Human Resources Division's clerical staff, ensuring the work flow of the support staff is efficient and accurate. Manages selection processes, Human Resources reports, and perform various Human Resources functions. This position functions as the administrator's assistant and assists with special projects.

- Compile information to prepare bi-weekly chart tracking Police Officer movement within the Police Department, including updating of vacancy status report. Compile statistics for various reports and preparing/updating spreadsheet and database reports.
- Compile information, prepare, and update quarterly race and gender tracking for all department members.
- Lead worker for support staff assigned to Human Resources.
- Maintain an efficient file system of highly confidential personnel records of approximately 2,600 members including disciplinary actions, promotions, separations, transfers and changes in status.

- Update seniority lists, process night and day shift questionnaires and maintain day shift eligibility lists for law enforcement personnel.
- Process requests to fill vacancies within the Department.
- Update job descriptions for managers.
- Provide orientation presentations to new employees (law enforcement and civilian personnel).
- Prepare and manage selection processes.
- Prepare and manage new recruit classes for Police Officers and Police Aides.
- Compose routine correspondence and disciplinary orders.
- Receive and screen calls from Police Department personnel, the general public and other agencies and at the same time maintaining security and confidentiality of requests for records of personnel files.
- Time entry of personnel assigned to Division on PeopleSoft System.

The Human Resources Assistant positions in City departments are paraprofessional positions that perform moderately complex work under limited supervision and seek guidance and direction when confronted with unique problems or situations. Incumbents are expected to have solid knowledge and understanding of civil service rules, federal and state employment laws, the Milwaukee Code of Ordinance, and comparable regulations. These paraprofessional positions serve as entry level jobs for professional level human resource positions within the City.

Next Steps and Implementation

Again, this report is the first of a number of reports that will recommend rates of pay for both human resource and closely related titles in the Police and Fire departments. In addition, the Department of Employee Relations is preparing a series of reports for business operations titles. As with the human resources titles, reports will be sent to both the CSC and FPC in order to encompass all City departments.

Actions Required – Effective Pay Period 6, 2022 (March 6, 2022).

In the Salary Ordinance

Under Pay Range 1EX:

- Add the title ‘Human Resources Supervisor’ and apply footnotes (13) (17) (30) and (34).

Under Pay Range 1DX:

- Remove the title ‘Human Resources Specialist’.
- Add the title ‘Police Payroll Supervisor’.
- Create footnotes (8) and (16):

(8) Recruitment is at:

Biweekly	2,783.96
Annual	72,382.96

(16) Recruitment is at:

Biweekly	2,867.48
Annual	74,554.48

- Apply footnotes (1) (8) (9) and (16) to the title ‘Police Payroll Supervisor’.

Under Pay Range 1CX:

- Remove the title ‘Police Payroll Supervisor’.

In the Positions Ordinance

Under Police Department, Human Resources Division:

- Delete one position 'Human Resources Specialist'
- Add one position 'Human Resources Supervisor'
- Delete three positions 'Human Resources Analyst – Senior'
- Add three positions 'Human Resources Representative'

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