



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

March 18, 2014

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

Dear Committee Members:

Re: Common Council File Number 131592

The following classification and pay recommendations were approved by the City Service Commission on **March 11, 2014**.

In the Department of Neighborhood Services, one new position was recommended for classification to Permit Desk Supervisor, Pay Range 1AX. Two positions of Office Assistant IV, Pay Range 6HN and two positions of Office Assistant III, Pay Range 6FN were recommended for reclassification to Program Assistant II, Pay Range 5FN.

In the Department of Public Works - Operations Division, Parking Operations, one position of Parking Operations Supervisor, Pay Range 1BX was recommended for reallocation to Pay Range 1DX.

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: 2 Job Evaluation Reports
1 Fiscal Note

C: Mark Nicolini, James Carroll, Dennis Yaccarino, Deborah Ford, Nicole Fleck, Arthur Dahlberg, Thomas Mishefske, Lynne Steffen, Chris Rute, Suzanne Hanson, Ghassan Korban, Preston Cole, Dan Thomas, Boyd McCamish, Kenneth Wischer, Daniel Panowitz, Calvin Lee, and Penni Secore (DC 48)



JOB EVALUATION REPORT

City Service Commission Meeting Date: March 11, 2014

DEPARTMENT OF NEIGHBORHOOD SERVICES

Current	Request	Recommendation
New Position	Permit Technician Supervisor PR 1AX (\$44,857 - \$62,799)	Permit Desk Supervisor PR 1AX (\$44,857 - \$62,799)
Office Assistant IV PR 6HN (\$37,456 - \$41,449) (Two Positions)	Program Assistant II PR 5FN (\$42,118 - \$47,771)	Program Assistant II PR 5FN (\$42,118 - \$47,771)
Office Assistant III PR 6FN (\$34,373 - \$38,026) (Two Positions)		

Action Needed – Effective Pay Period 10, 2014 (April 27, 2014)

In the Salary Ordinance, under Pay Range 1AX, add the title "Permit Desk Supervisor".

In the Positions Ordinance, under the Department of Neighborhood Services, Development Center Division, delete two positions of "Office Assistant IV" and two positions of "Office Assistant III"; and add four positions of "Program Assistant II".

Background

As part of the 2014 budget the Development Center and several positions were moved from the Department of City Development to the Department of Neighborhood Services (DNS). As part of this transition the Department has requested that four Office Assistant positions be reclassified to the higher level of Program Assistant II so there will be a total of seven Program Assistant II positions that are able to give advanced front-line assistance to those seeking permits.

In addition, the City has hired a consultant to develop a new land management computer system that will be implemented within a number of city departments. The Operations Manager – Development Center, which serves as the supervisor of the Program Assistant II positions in the Development Center, is expending a significant amount of time in providing documentation to the consultants and serving as a subject matter expert. DNS has requested a temporary position be created through the Auxiliary Resource Program to assist the Operations Manager – City Development position with these supervisory responsibilities. This Auxiliary Resource Program position would be utilized for approximately two years during the implementation of the land management computer system.

To review these positions, new job descriptions were reviewed and discussions were held with Thomas Mishefske, Neighborhood Services Operations Director. It should be noted that the education and experience requirements for these positions have not yet been assessed by the Staffing Division.

Current:	New Position	
Requested:	Permit Technician Supervisor	To Be Studied
Recommended:	Permit Desk Supervisor	PR 1AX

Duties and Responsibilities

The basic function of this position is to manage the daily activities of the Office Assistant and Program Assistant staff in the Milwaukee Development Center; and, in conjunction with the Operations Manager – Development Center, supervise these employees and ensure policies and procedures are implemented to maintain a high level of customer service through effective and efficient performance. Duties and responsibilities include the following:

- 75% Assist the Operations Manager – Development Center with the daily supervision of the Development Center Office Assistant and Program Assistant staff and oversee their related tasks including reception, permit processing, and cashiering; monitor unsatisfactory performances; prepare performance evaluations; and respond to complaints and grievances.
- 15% Oversee the implementation of new business practices designed to provide high-quality customer service.
- 10% Work with other City departments including the Board of Zoning Appeals, the Department of Public Works, and others that are involved with the permitting process to solve development permitting problems across departmental lines and identify opportunities for service improvement.

Requirements include a Bachelor's Degree in Planning, Architecture, Business Administration or related field or five years of experience in a supervisory or leadership role in such areas as urban planning, plan examination, zoning, administration, economic development or closely related field. Equivalent combinations of education and experience may be considered.

Analysis and Recommendation

The Department indicated that this new position would provide front-line supervision for the front desk operations of the Development Center. With the recommendations of this report, this position would supervise seven positions of Program Assistant II that perform a variety of tasks related to permit intake, permit processing, and the coordination of related issues.

Comparisons were made to other front-line supervisory positions in the City including those listed in the chart below:

Title	Pay Range (Salary Grade)	Rate of Pay
Administrative Specialist – Senior	PR 1AX (SG 04)	(\$44,857 - \$62,799)
Call Center Supervisor	PR 1AX (SG 04)	(\$44,857 - \$62,799)
Administrative Services Supervisor	PR 1BX (SG 05)	(\$47,816 - \$66,946)

This new position is more similar to the Administrative Specialist – Senior and the Call Center Supervisor in Pay Range 1AX. The Administrative Services Supervisor classification in Pay Range 1BX is stronger since these positions have other significant duties in addition to the supervisory responsibilities. For example, the Administrative Services Supervisor in DNS has supervisory responsibility but also independently manages several complex databases and processes related to properties, owners and code violations. In further discussions with the Department we recommend the title "Permit Desk Supervisor" since the "Technician" title is not being used and the supervisory responsibilities will be limited to the Program Assistant II positions working at the front desk in the Development Center.

We therefore recommend this new position be classified as Permit Desk Supervisor in Pay Range 1AX.

Current:	Office Assistant IV (Two Positions)	PR 6HN
	Office Assistant III (Two Positions)	PR 6FN
Requested:	Program Assistant II	PR 5FN
Recommended:	Program Assistant II	PR 5FN

Duties and Responsibilities

The basic function of these positions is to work as a team and perform a variety of tasks utilizing established guidelines related to permit intake, permit processing, and the coordination of related issues; understand the rules, policies, and procedures related to the Development Center and use them to assist customers and higher level technical and professional staff. Duties and responsibilities include the following:

- 15% Perform plan check-in for building permit submittals; assist higher level technical staff with building permit processing by accepting permit applications, plans and supporting documents and checking for completeness and compliance with legal standards and City requirements.
- 15% Accept, process, review and issue applications for one and two family properties for permits that do not require state certification such as electrical, plumbing, HVAC (heating, ventilating and air conditioning), siding, fencing, etc.
- 15% Accept, process, and issue commercial permits in accordance with plan review letters, permits in the public way such as occupancy, excavation, restoration, sewer connection, driveway approach, utility, oversize loads, building moving, sidewalk café, water permits, fire hydrant permits, and deferred water main charge applications.
- 15% Provide occupancy application information for customers, accept applications and check for completeness, answer questions related to land use and zoning using municipal codes, approve and issue basic applications, and work with customers to resolve problems and provide assistance.
- 10% Manage plan submittals, route plans to appropriate staff, label and log information into permit system, track and monitor plan status, notify customers of plan status, and issue building permits.

- 10% Calculate and estimate fees for plan review and permits; collect fees for various applications, permits, and licenses; process permits, fees, and other transactions using the Development Center cashiering system; and complete close-of-day balancing, importing and FMIS (Financial Management Information System) transactions.
- 10% Assign addresses for new lots, new construction, alterations, and additions associated with building permit applications or projects as needed; and coordinate address assignments with the Department, the Planning Division, the Information Technology Management Division (ITMD) of the Department of Administration, and the Assessor's Office.
- 10% Prepare records for archiving and forward to City Records; perform related work including record verification and correction of permit data; and perform other duties as assigned.

Requirements include a minimum of four years of office experience, familiarity with the City's permitting processes, and an ability to read, understand, and interpret plans, drawings, surveys, technical specifications and City ordinances.

Analysis and Recommendation

The Department currently has three positions of Program Assistant II that are able to perform basic intake for plan review and occupancy permits. To create more efficiency at the Development Center the Department has requested that four Office Assistant positions (two positions of Office Assistant IV and two positions of Office Assistant III) be reclassified to Program Assistant II resulting in seven positions dedicated to performing these duties.

Currently, the Office Assistant positions greet customers, process simple permit applications and route plans to various departments. If a customer has general questions regarding the permitting or occupancy process the Office Assistant has them wait to see a plan examiner. This wait can be long depending on how many other people are ahead of them and how complex their questions are.

The Department would like these Office Assistant positions to be at a higher level so they can handle the more simple to moderate questions and have the ability to stay with a customer throughout the development process. This would result in quicker service for customers since those with more routine questions could have their questions answered immediately by the Program Assistant II. Those who have more complex questions would also have less wait time since there would be less people waiting to see a plan examiner.

Further, the Program Assistant II would be more knowledgeable so that they understand what the customer needs at the first contact and then can stay with the customer throughout the process. This would include making sure plans are routed correctly, that plans sent to other departments are returned in a reasonable time frame, and that all comments are available for the plan examiner at the time of the plan review.

As these positions will be performing similar duties to those of the current Program Assistant II positions at the Development Center we recommend that these positions be classified as Program Assistant II in Pay Range 5FN. It is expected that the current incumbents will underfill the higher classification of Program Assistant II while they receive training and as incumbent's

skills are assessed by the Department. This training is estimated to take about three to four months. The Department may use a competitive process to fill some of the positions.

We therefore recommend that two positions of Office Assistant IV in Pay Range 6HN and two positions of Office Assistant III in Pay Range 6FN be reclassified to Program Assistant II in Pay Range 5FN.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: March 11, 2014

DPW-Operations Division, Parking Operations

Current	Request	Recommendation
Parking Operations Supervisor PR 1BX (\$47,816 - \$66,946)	Parking Operations Supervisor PR 1DX (\$54,322 - \$76,046)	Parking Operations Supervisor PR 1DX (\$54,322 - \$76,046)

Action Required

In the Salary Ordinance, under Pay Range 1BX, delete the title "Parking Operations Supervisor" and under Pay Range 1DX, add the title "Parking Operations Supervisor (2)".

Background

In January of this year, responsibility for the City's parking operations was transferred from the Administration Division in the Department of Public Works (DPW) to the Department's Operations Division, resulting in a reorganization of positions and their associated duties and responsibilities. A new title and position of Parking Operations Manager in Pay Range 1JX (\$79,646 - \$ 111,512) was approved at a previous meeting.

The position under consideration in this report is that of a Parking Operations Supervisor. This position was reallocated to PR 1BX (\$47,816 - \$66,946) in 2007 when the City first installed pay stations for multiple parking spaces that accepted credit/debit cards as well as cash. In studying this request, the new job description created by DPW was reviewed and discussions were held with Preston Cole, Director of Operations and Dan Thomas, Administration Director. In addition, job descriptions for management positions in several other municipalities were reviewed to obtain an understanding of duties and responsibilities and job requirements.

The City's Parking programs include the following elements: 6,500 metered parking spaces; parking enforcement; maintenance of City-owned parking lots; tow lot operations; and maintenance of four City-owned parking structures. Parking meter operations generate \$5 million in revenue and employ some 120 employees, most of whom are Parking Checkers.

In its request, DPW stated that the current pay level for the position was inadequate considering increasingly complex technology being used and the fact that the most recent incumbent left the job for significantly higher pay.

Duties and Responsibilities

This Supervisor, who reports to the Operations Director, is responsible for all of the day-to-day operations of the City's parking meter program, consisting of 6,500 metered parking spaces. This includes troubleshooting cellular communication malfunctions, overseeing four vendor contracts dealing with meter maintenance, parts, coin collection, and coin counting; accounting for \$5 million annually in revenue; managing the work and staff of the parking meter shop; and supervising a staff of four Parking Meter Technicians. Other duties include investigating complaints from the public, elected officials, and others; administering the City employee

parking permit program; coordinating multi-jurisdictional parking and traffic activities; and appearing before Common Council committees regarding proposed legislative changes. Although not stated in the job description, discussions with the Department indicate that this Supervisor will also design, develop, and implement new processes and technologies for associated with parking operations and parking meters.

The minimum requirements for the job, as stated on the job description prepared by DPW include the following: a bachelor's degree in business, communications technology or public administration and five years of successful work experience, one year of which must have been in a supervisory capacity. These requirements have not yet been assessed by the DER-Staffing Division for purposes of selection.

Analysis

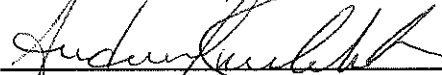
The Immediate challenge of the individual hired for this job will be to replace and upgrade the wireless technology that is currently in use. Wireless applications for parking are developing rapidly and now such functionality as remote access to pay stations; real-time credit card processing; real-time monitoring and alarming regarding the status of pay stations; real-time reports via a web browser; value card processing; pay-by-cell phone; and add-time functionality. This Supervisor, then, will be required to have a high degree of knowledge of wireless technologies. For that reason, we see this job as requiring the knowledge base similar to that of a Communications Facilities Coordinator PR 3SN (\$61,445-\$79,083) responsible for technical engineering duties related to providing telecommunications and data networking services to City departments.

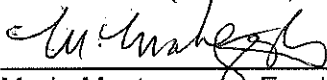
Our review of job descriptions of parking managers and supervisors in other municipalities indicates that it is not uncommon for this type of job to require a technical degree in an area such as civil engineering or telecommunications. This is particularly the case when parking programs are located in the transportation planning function.

Recommendation

Considering the expansion of technical knowledge that is now required, the increased level of responsibility associated with implementing new wireless technology and applications for the city parking meter program, and the fact that the Department has experienced a retention issue related to pay inadequacy, we recommend this position of Parking Operations Supervisor be reallocated to Pay Range 1DX (\$54,322 - \$76,046).

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director