



Department of Employee Relations

Cavalier Johnson
Mayor

Jackie Q. Carter
Director

Molly King
Employee Benefits Director

Nicole Fleck
Labor Negotiator

Job Evaluation Report

City Service Commission Meeting: July 21, 2026

Department of Compliance and Engagement

Current	Recommendation
Equal Rights Complaints Liaison PR 2GX (\$58,656 – \$78,768) Minimum Rate: \$58,304 (One Position)	Compliance and Engagement Deputy Director PR 1JX (\$85,366 - \$123,106) Minimum Rate: \$104,997 (One Position)
Administrative Specialist – Senior PR 2GX (\$58,656 – \$78,768) Minimum Rate: \$66,992 (One Position)	Business Operations Specialist-Senior PR 2LX: \$75,162 - \$108,380 Minimum Rate: \$86,175 (One Position)
Racial Equity and Inclusion Coordinator PR 2HX (\$58,656 – \$83,952) Minimum Rate: \$61,110 (One Position)	Compliance and Engagement Coordinator PR 2HX (\$58,656 – \$83,952) Minimum Rate: \$61,110 (One Position)

Note: Residents receive a 4% Resident Incentive Allowance.

Background

Compliance and Engagement Director Mary Reed has requested a job study of three positions in the new department. Employee Relations received new job descriptions and discussed position changes with Director Reed.

Current	Recommendation
Equal Rights Complaints Liaison PR 2GX (\$58,656 – \$78,768) Minimum Rate: \$58,304 (One Position)	Compliance and Engagement Deputy Director PR 1JX (\$85,366 - \$123,106) Minimum Rate: \$104,997 (One Position)

Director Reed has made the request to repurpose the former Equal Rights Complaints Liaison title to a new Compliance and Engagement Deputy Director.

Oversee and optimize department operations by analyzing workflows, identifying improvement opportunities, and implementing solutions that advance the Department Compliance and Engagement's strategic goals.

- 25% Manage, supervise, and support assigned staff according to City of Milwaukee and City Civil Service Commission rules, policies, and guidelines.
- 15% Develop process improvement initiatives to enhance the efficiency, equity, and effectiveness of departmental operations in accordance with applicable City of Milwaukee Ordinance(s) and State and Federal Law. Analyze workflows, identify gaps, and implement data-informed solutions in alignment with organizational priorities.
- 10% Provide public service, subject matter expertise, and technical assistance to staff, leadership, and community stakeholders.
- 10% In conjunction with the Compliance and Engagement Director create, update, and maintain department work rules and internal operating processes and procedures.
- 10% Monitor, evaluate and streamline procedures, facilitate change management, and integrate best practices within the Department.
- 10% Collect, create, and interpret operational data to develop actionable insights. Prepare reports, presentations, and recommendations for leadership to drive strategic decision-making.
- 5% Monitor the progress and impact of implemented initiatives, ensuring continuous improvement. Provide training and support to staff on new and existing processes as well as system changes.
- 5% Engage with the community to share and further the initiatives of the Department.
- 5% Prepare and deliver written and oral public testimony at City Council and Committee hearings.
- 5% Other duties as assigned by the Department Head. Serve as backup and support to the Director.

Other city classifications with this level of responsibility for overseeing and optimizing departmental operations include the Community Wellness and Safety Deputy Director, the Director of the Office of African American Affairs in the Department of Administration, Sanitation Business Operations Manager in DPW-Operations-Sanitation, and the Water Distribution Operations Manager and Water Quality Operations Manager in DPW-Water Works.

Based upon this comparison, the recommendation is to classify this repurposed position to Compliance and Engagement Deputy Director in Pay Range 1JX (\$85,366 - \$123,106) with a minimum rate of \$104,997.

Current	Recommendation
Administrative Specialist – Senior PR 2GX (\$58,656 – \$78,768) Minimum Rate: \$66,992 (One Position)	Business Operations Specialist-Senior PR 2LX: \$75,162 - \$108,380 Minimum Rate: \$86,175 (One Position)

Director Reed has made the request to repurpose the former Administrative Specialist-Senior title to a Business Operations Specialist-Senior.

The Business Operations Specialist-Senior will support department operations by assisting in budget preparation, expenditure processing and tracking, accounts payable, accounts receivable and department payroll processing.

- 35% Manage department payroll, financials, accounts payables/receivables, requisitions, contracts, budget. Advise department leadership on financial management of the budget and accounts. Manage personnel needs of the department including but not limited to: Department of Employee Relations (DER) matters including positions management, vacancy requests, job postings, new hire onboarding, employee benefits inquiries, and FMLA and other leave types.

- 30% General office management: maintain office equipment and supplies and purchase orders. Oversee upkeep of facilities and management departmental records. Manage the assignment and distribution of staff equipment and devices. Assist the Compliance and Engagement Director in preparing materials for Common Council committee meetings. Track ordinance enactments and communicates the same to relevant department staff. Assist in reviewing, developing, and implementing policy initiatives for the department. Manage and maintain department meeting agendas and minutes. Represent the department at community events as needed.
- 30% Community Outreach, Customer Service and Marketing
Provide customer service and respond to inquiries made via telephone and email by members of the public. Oversee publication circulation and maintain e-notify email and mailing circulation lists. Assist in creating and disseminating marketing materials; coordinate the dissemination of promotional/public awareness materials. Coordinate scheduling for department leadership. Coordinate protocol/approvals with the Mayor's Office for the department's press/media engagements.
- 10% Provide backup and support to the Director and Compliance and Engagement Manager. Represent the department on committees, workgroups, and cross-departmental teams to gather and share insights and ensure alignment with organizational strategies.
- 10% Support the development and implementation of special projects, pilots, and departmental initiatives related to compliance, community engagement, and operational improvements.
- 10% Research emerging trends, best practices, and technologies to inform policy and program recommendations.

Another Business Operations Specialist-Senior title in city government includes a position in the Department of Employee Relations. This classification is responsible for supporting department operations by assisting in budget preparation, expenditure processing and tracking, accounts payable, accounts receivable and department payroll processing. Based upon this comparison, the recommendation is to classify this repurposed position as Business Operations Specialist-Senior in pay range 2LX: (\$75,162 - \$108,380) with a minimum rate of \$86,175.

Current	Recommendation
Racial Equity and Inclusion Coordinator PR 2HX (\$58,656 – \$83,952) Minimum Rate: \$61,110 (One Position)	Compliance and Engagement Coordinator PR 2HX (\$58,656 – \$83,952) Minimum Rate: \$61,110 (One Position)

Director Reed has made the request to retitle the classification of Racial Equity and Inclusion Coordinator to Compliance and Engagement Coordinator with no change in classification level.

Under the general direction and supervision of the Compliance and Engagement Manager and in collaboration with the Contract Compliance Officer, this position is responsible for developing systems and operational practices for program compliance and administrative support of contract compliance and the corresponding Residents Preference Program (RPP) and Small Business Enterprise (SBE) programs as governed by City Ordinance Chapters 355 and 370.

- 20% In accordance with Ordinance Chapters 355 and 370, analyze, develop, implement, and improve program processes, workflows, standard operating procedures, and tracking systems supporting contract compliance, RPP participation and 15-20 direct certifications per month, Small Business

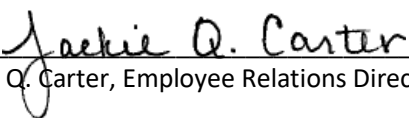
- Enterprise (SBE) participation and payment tracking, and timely completion of required deliverables.
- 20% Coordinate and monitor program operations, including compliance reporting cycles, RPP and SBE certification tracking, Section 3 reporting, submission deadlines, audit preparation, community engagement, internal review timelines, and resolution of open items.
 - 15% Review, organize, track, and maintain contractor, subcontractor, developer, project, certification, affidavit, and compliance documentation for completeness, consistency, audit readiness, and adherence to program requirements; coordinate and manage related stakeholder communications.
 - 15% Conduct business and data analysis; prepare recurring and ad hoc reports, presentations, performance metrics, and assist with Equity Impact Statement analyses as needed to support collaboration, operational oversight, policy review, and decision-making.
 - 10% Provide business systems support for compliance and tracking software, including user maintenance, project setup, data entry, validation, troubleshooting, reporting, user support, and continuous improvement of related databases and tools.
 - 10% Support community engagement and cross-functional collaboration to expand awareness of RPP certification, participation opportunities, and compliance requirements; represent the department in meetings, workshops, committees, events, and community partnerships; five to seven [5-7] events per year.
 - 10% Perform other duties as assigned by Department leadership and serve as backup to the Contract Compliance Officer.

This report recommends retitling the Racial Equity and Inclusion Coordinator in Pay Range 2HX (\$58,656 – \$83,952) with a minimum rate of \$61,110 to Compliance and Engagement Coordinator in Pay Range 2HX (\$58,656 – \$83,952) with a minimum rate of \$61,110.

Action Required – Effective Pay Period 17, 2026 (August 2, 2026)

* Please see submitted addendum to CCFN for Salary and Position Ordinance changes.

Prepared by: 
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Reviewed by: 
Jackie Q. Carter, Employee Relations Director