



Department of Employee Relations  
April 27, 2015

Tom Barrett  
Mayor

Maria Monteagudo  
Director

Michael Brady  
Employee Benefits Director

Deborah Ford  
Labor Negotiator

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

Dear Committee Members:                      Re: Common Council File Number **141847**

The following classification and pay recommendations were approved by the City Service Commission on **April 21, 2015**.

In the Common Council – City Clerk’s Office, one position of Graphic Designer II, Pay Range 2BN is recommended for reclassification to Graphic Designer – Lead, Pay Range 2CN.

In the Department of Public Works – Infrastructure Services, one position of Engineering Drafting Technician V, Pay Range 3QN is recommended for reclassification to Engineering Technician VI, PR 2IN.

In Department of Public Works - Water Works, one position of Water Revenue Collections Supervisor, Pay Range 1CX is recommended for reclassification to Water Revenue Collections Manager, Pay Range 1DX; one new position is recommended for classification to Water Billing Supervisor, Pay Range 1CX; and two new positions are recommended for classification to Water Billing Specialist, Pay Range 5HN.

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  
Fiscal Note

C: Mark Nicolini, James Carroll, Dennis Yaccarino, John Ledvina, Deborah Ford, Nicole Fleck, Victoria Robertson, James Owczarski, Richard Pfaff, William Arnold, Laura Vanderbilt, Ghassan Korban, Preston Cole, Dan Thomas, Arvis Williams, Dawn Crowbridge, Jeffrey Polenske, Marcia Cornell, Phillip Mroczkowski, Maurice Lyles (TEAM), Jerrel Kruschke, Carrie Lewis, Laura Daniels, Richard Zawlocki, Boyd McCamish, Kenneth Wischer, Daniel Panowitz, Calvin Lee, and Penni Secore (DC 48)



**JOB EVALUATION REPORT**

City Service Commission Meeting: April 21, 2015

**Common Council – City Clerk’s Office**

<b>Current</b>	<b>Request</b>	<b>Recommendation</b>
Graphic Designer II PR 2BN (\$43,733 - \$52,391) One Position	Study of Position	Graphic Designer - Lead PR 2CN (\$39,881 - \$55,825) Recruitment is at \$45,473 One Position

**Action Required**

In the Salary Ordinance, under Pay Range 2CN, add the title “Graphic Designer – Lead (7)”.

In the Positions Ordinance, under Common Council – City Clerk, Public Information Division, Public Relations Section, delete one position of “Graphic Designer II” and add one position of “Graphic Designer – Lead”.

**Background**

The Common Council – City Clerk’s Office requested a study of one position of Graphic Designer II located in the Public Relations Section of the Public Relations Division. Discussions were held with the incumbent; the position’s supervisor, William Arnold, Public Information Manager; and James Owczarski, City Clerk.

**Duties and Responsibilities**

The basic function of this position is to oversee creative workflow and take the lead on design and web-related projects; ensure others have the proper tools and knowledge to perform the work; interpret and transform client communication needs into appropriate format; and research, design, and execute all phases of production for print and electronic media formats. Duties and responsibilities include the following:

- 25% Plan, direct, produce and design digital products and websites.
- 25% Manage graphics and webpages for the City website through the software system of Web Content Management (WCM).
- 25% Oversee and create graphics and marketing materials; and officiate/produce printed and presentation materials.
- 20% Plan, lead, and administer visual communication and marketing projects.
- 5% Manage and develop social media accounts.

### Analysis and Recommendation

The Department currently has three positions of Graphic Designer II. One of these positions serves as a leadworker and the Department has requested that it be studied for reclassification. A review of the duties and responsibilities indicates that this position has taken on leadworker functions such as teaching and mentoring the other two Graphic Designer II positions; helping in the distribution of workflow; and taking the lead on various projects.

A Graphic Designer job series was originally created in 1986 and included the following classification levels.

Title	Level
Graphic Designer I	Entry Level
Graphic Designer II	Journey Level
Graphic Designer III	Lead or Specialized Knowledge and Skills

The Graphic Designer III classification was placed in Pay Range 108. At the end of 1987, the classification was changed to Graphic Coordinator in Salary Grade 04 as part of the Management Pay Plan Study. In 2005, the classification of Graphic Coordinator was eliminated. The one position with the classification of Graphic Coordinator was changed to Graphic Designer II in Pay Range 535 as part of the District Council 48, AFSCME Unit Clarification.

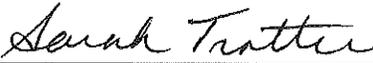
A review of current classifications and pay ranges indicates that Pay Range 2CN would be the best fit. For example, Public Health Educator II was also in Pay Range 108 and now is in Pay Range 2CN with the footnoted recruitment rate of \$45,473. The classifications of Graphic Designer I and II have recruitment rates and we recommend the recruitment rate of \$45,473 for this new classification.

We also recommend the title of Graphic Designer – Lead to reflect the leadworker responsibilities and to have the title similar in structure to some of the other leadworker classifications in the City such as IT Support Specialist – Lead and Parking Meter Technician – Lead.

With these recommendations the Graphic Designer job series would consist of the following classifications:

Classification	Pay Range	Rates	Recruitment Rate
Graphic Designer I	2AN	\$35,141 - \$49,193	\$37,830
Graphic Designer II	2BN	\$37,425 - \$52,391	\$43,733
Graphic Designer - Lead	2CN	\$39,881 - \$55,825	\$45,473

We therefore recommend one position of Graphic Designer II in Pay Range 2BN be reclassified to Graphic Designer – Lead in Pay Range 2CN.

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: April 21, 2015

**Department of Public Works – Infrastructure Services**

<b>Current</b>	<b>Request</b>	<b>Recommendation</b>
Engineering Drafting Technician V PR 3QN (\$52,893 - \$68,048)	Engineering Technician VI PR 2IN (\$66,324 - \$81,844)	Engineering Technician VI PR 2IN (\$66,324 - \$81,844)

**Action Required**

In the Positions Ordinance, under Department of Public Works – Infrastructure Services Division, Administration and Central Services Decision Unit, Central Drafting and Records, delete one position of “Engineering Drafting Technician V” and add one position of “Engineering Technician VI”.

**Background**

The Department of Public Works – Infrastructure Services Division has requested a classification study of one of the four positions of Engineering Drafting Technician V in Central Drafting and Records. A new job description was provided and discussions were held with Marcia Cornell, Infrastructure Administration Manager.

**Analysis and Recommendation**

The basic function of this position is to, under the direction of the Central Drafting and Records Manager, help to oversee the work of 38 employees and assist with all activities directly related to the drafting and record keeping of state and local maps for paving, bridges, sewers, street lighting, signals, and underground conduits; and assist with subdivision plats, easements, street and alley vacations, right of way openings, the office component of the locating operation for Digger’s Hotline, and map sales. Duties and responsibilities include the following:

- 35% Prioritize and assign work including plan preparation for state paving, local city paving, paving backgrounds, structures, street lighting, sewers, signals, underground conduits, traffic control, and pavement markings.
- 15% Manage record maintenance which includes updating engineering ¼ sections, official maps, single line city maps, police/fire maps, election maps, special event maps and other miscellaneous maps.
- 15% Undertake miscellaneous investigations including house numbers, easements, and official/honorary street name requests; and direct the process for DT1077 (Wisconsin Department of Transportation Proposed Highway Improvement Notice) requests as part of the State Chapter Trans 220 (Utilities Facilities Relocation) process, oversized load permits, and traffic counts.
- 10% Serve as the person in charge of the office in the absence of the Central Drafting and Records Manager.

- 10% Assist in the processing of Diggers Hotline Tickets for the city locators; and respond to requests and questions from elected officials, public citizens, representatives of other City departments, and vendors.
- 10% Manage printing and duplication services for multiple departments including work to procure equipment and services from outside vendors, and ensure that correct payments are made to providers; provide technical support in the preparation of legal descriptions and drawings for all City departments; and advise City departments on proposed drafting/records projects or changes to processes including hardware and software needs.
- 5% Assist in real estate matters pertaining to right of way opening, street and alley vacations, and property legal descriptions; and check new certified survey maps/subdivision plats for compliance with Wisconsin State Statutes and the Milwaukee Code of Ordinances.

### Analysis and Recommendation

There are currently four positions of Engineering Drafting Technician V in the Central Drafting and Records Section of the DPW-Infrastructure Services Division. These positions have some leadworker responsibilities and their basic function is to oversee work flow for a variety of engineering products including state and local paving, sewers, street lighting, underground conduit, bridges and platting documents. Work includes assigning, checking, and archiving assignments undertaken by Engineering Technicians; and training new and current employees on various work products.

One of these four positions, however, has taken on broader leadworker duties. There is no Assistant Manager position and the position under study is in charge of the Section in the absence of the Central Drafting and Records Manager (Management Civil Engineer IV). Other Section-wide duties include providing technical advice to the Manager on short and long term project management including feasibility, scope, scheduling, and resources required; identifying potential areas for cross-training and sharing tasks between workgroups to meet deadlines; assisting in implementing management policies and practices; overseeing procurement of equipment; and assisting in overall coordination of the Section.

The Central Drafting and Records Section is large and includes a total of 40 employees with one manager. It is understandable that a position has taken on additional duties to assist the manager. These duties include assisting with oversight of the following positions:

Title	Pay Range	Number of Positions
Engineering Drafting Technician V	3QN	3
Engineering Drafting Technician IV	3NN	15
Engineering Drafting Technician II	3FN	19
Duplicating Equipment Operator II	6GN	1

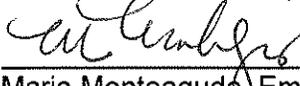
The Engineering Technician VI is the highest level of the Engineering Technician job series and is distinguished by the broader scope of oversight responsibility and complexity of the work.

Other Sections in the Department, including Design and Field Engineering, and Traffic and Lighting Design, also have a position at the level of Engineering Technician VI with oversight responsibilities to assist a Manager. The duties and responsibilities of the position under study are consistent with those of other Engineering Technician VI positions.

We therefore recommend one position of Engineering Drafting Technician V, in Central Drafting and Records, in Pay Range 3QN be reclassified to Engineering Technician VI in Pay Range 2IN.

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: April 21, 2015

**DPW-Water Works**

<b>Current</b>	<b>Request</b>	<b>Recommendation</b>
Water Revenue Collections Supervisor PR 1CX (\$51,469 - \$72,063)	Water Revenue Collections Manager PR 1DX (\$54,865 - \$76,806)	Water Revenue Collections Manager PR 1DX (\$54,865 - \$76,806)
New Position	Municipal Services Billing Supervisor PR 1CX (\$51,469 - \$72,063)	Water Billing Supervisor PR 1CX (\$51,469 - \$72,063)
Two New Positions	Program Assistant III PR 5IN (\$47,779 - \$54,669)	Water Billing Specialist PR 5HN (\$45,013 - \$51,408)

**Action Required**

In the Salary Ordinance, under Pay Range 1CX, delete the title "Water Revenue Collections Supervisor" and add the title "Water Services Billing Supervisor"; under Pay Range 1DX, add the title "Water Revenue Collections Manager"; under Pay Range 5HN, add the title "Water Billing Specialist".

In the Positions Ordinance, under the Department of Public Works-Water Works, Business Organization, Commercial Services, delete one position of "Water Revenue Collections Supervisor", add one position of "Water Revenue Collections Manager, add one position of "Water Services Billing Supervisor"; and add two positions of "Water Billing Specialist".

**Background**

Employee Relations has received a recent request from Laura Daniels, the Milwaukee Water Works' Administration and Projects Manager, to review the title and pay level for one current supervisory position and three proposed positions in its business operations area, all of which are engaged in billing and revenue collection operations. In studying this request, documentation from the department was reviewed, consisting of new and revised job descriptions, current and proposed organization charts, and the department's letter setting forth its rationale for requested titles and pay levels.

The Milwaukee Water Works maintains some 165,000+ customer accounts. On an annual basis, the utility mails over 804,000 bills, letters, and late payment notifications with a total of over \$260 million in billable revenue. The department has stated that the significant increase in bankruptcy cases and recent changes in laws regarding bankruptcies have impacted the staffing requirements of the collections area to the extent that it has redefined the responsibilities of a current Water Revenue Manager, requested the reclassification of a the Water Revenue Collections Supervisor, and proposed the creation of a new "Municipal Services Billing Supervisor" and two new "Program Assistants III." This report recommends appropriate job classifications for affected positions. Following is a brief discussion of these positions.

<b>Current:</b>	<b>Water Revenue Collections Supervisor</b>	<b>PR 1CX</b>
<b>Request:</b>	<b>Water Revenue Collections Manager</b>	<b>PR 1DX</b>
<b>Recommendation:</b>	<b>Water Revenue Collections Manager</b>	<b>PR 1DX</b>

Reporting to the Water Revenue Manager, this Supervisor is responsible for all day-to-day operations and a staff of four engaged in the collection of payments. This includes managing cashiering operations, supervising, training, directing, and coaching three Customer Service Representatives and one Program Assistant; reviewing outstanding bills; managing accounts in bankruptcy; certifying outstanding account balances for placement on the tax role on an annual basis, communicating with customers whose accounts are past due; and coordinating water turn-offs for delinquent accounts. The Program Assistant works primarily with bankruptcy cases.

The minimum requirements for the job, as stated in the department's job description, are a bachelor's degree in business administration, accounting or finance and five years of relevant work experience, two years of which should be in staff supervision. Notable knowledge, skills, abilities, and competencies required for successful job performance are as follows: knowledge of bankruptcy procedures and laws; knowledge of Public Service Commission rules and regulations pertaining to nearly all aspects of business operations including collections, accounting, the resolution of customer complaints, and involuntary termination of water service; the ability to use standard office hardware and software with a high degree of expertise; the ability to exercise tact and diplomacy in all dealings with customers, especially with those who are irate or exhibiting signs of duress; skill in creating and maintaining detailed records of interactions with customers; the ability to work accurately while meeting deadlines; the ability to remain calm meeting deadlines and dealing with difficult customers. It should be noted that neither the minimum requirements listed above nor list of knowledge, skills, abilities have been assessed for purposes of staffing.

The department has requested that this position be reclassified from its present level in pay range 1CX to pay range 1DX in comparison with the Revenue Collections Manager in the City Treasurer's Office. Historically, this first-line supervisor in the Treasurer's Office was responsible for all of the day-to-day cashiering operations for the Office with a staff of four for most of the year and some 14 or more employees during tax collection season. Considering the overall level of responsibility associated with the Water Works' job, which includes accountability for \$125 million annually in lock box payments, responsibility for training, coaching, and directing staff; responsibility for certifying unpaid water bills to the tax rolls (\$22 million annually); responsibility for following bankruptcy proceeding to ensure the Water Works receives any payments due, it appears appropriate to recommend that the position be reclassified one level higher, as requested by the department.

We therefore recommend that the position of Water Revenue Collections Supervisor in PR 1CX be reclassified to Water Revenue Collections Manager in PR 1DX.

<b>Current:</b>	<b>New Position</b>	
<b>Request:</b>	<b>Municipal Services Billing Supervisor</b>	<b>PR 1CX</b>
<b>Recommendation:</b>	<b>Water Billing Supervisor</b>	<b>PR 1CX</b>

This new position will be responsible for planning and supervising the accurate and timely billing and reporting processes for \$260 million in billable revenue contained in 165,000 customer accounts. It should be noted that, in addition to charges for water consumption, water bills include fees for extra garbage carts, charges for sewer usage, and snow and ice control fees.

This supervisor will review the many exceptions occurring in the automated billing system and coordinate the investigation and resolution of customer issues regarding miscellaneous charges. This will be accomplished by forwarding customer concerns to relevant individuals in the Department of Public Works for timely investigation and resolution. As proposed, this work will be accomplished with a staff of three Accounting Assistants and two new "Program Assistants." Major areas of responsibility will include the following:

- Overseeing and directing the prebilling process consisting of a number of sub processes including:
  - Directing and overseeing the acceptance and posting of meter readings from different sources
  - Directing the prebilling editing process
  - Directing the prebilling auditing process
  - Overseeing the posting of all combinations and divisions as related to billing;
  - Reviewing water/sewer account total differences
  - Overseeing other related processes
- Preparing and running various customer information programs that update individual customer accounts
- Preparing and transmitting an electronic file containing billing information to the vendor responsible for printing and mailing bills. Many processes must be completed prior to the transmission of this file and include:
  - Preparing and running the Billing Calculation
  - Creating a new average use period for the winter quarter
  - Generating and reviewing the negative usage report.
  - Generating and reviewing the billing summary journal
  - Validating billing calculations
  - Directing and overseeing special billings such as that for suburban wholesale accounts, the Milwaukee Housing Authority, and Milwaukee Public Schools
  - Maintaining financial data related to accounts receivable
- Preparing and running financial reports verifying daily, monthly, and year-end balances
- Balancing and updating daily cash receipts
- Assisting the Water Revenue Collections Supervisor in certifying arrears related for nonpayment of water bills added to the tax roll (now \$22 million)
- Developing producing and distributing reports for billing system records

The minimum requirements for the job, as stated on the description prepared by the department include a bachelor's degree in business, accounting or finance and five years of job-related work experience. Experience supervising or leading a group was listed as desirable. Notable knowledge, skills, abilities, and competencies include the following: a high degree of expertise using automated systems; the ability to meet strict deadlines; the ability to handle multiple priorities; extreme attention to financial detail and information regarding records; extreme conscientiousness in documenting work processes and decisions; extreme conscientiousness

archiving data and records, and securing information; the ability to supervise, coach and direct a work group numerical detail; the ability to communicate effectively with vendors, help desk staff, coworkers, clerical staff, and customers; the ability to exercise tact and diplomacy under adverse conditions ; the ability to maintain accuracy while meeting deadlines. It should be noted that neither the minimum requirements listed above nor list of knowledge, skills, abilities have been assessed for purpose of staffing.

The level of knowledge and skill needed to successfully perform this job is relatively high. It includes an understanding of the Water Works' metering operations and billing operations and how those systems interact. The job also requires a high degree of expertise in using automated systems and office software to produce accurate and timely billing information, produce useful reports, identify problems, and correct issues. In order to meet strict deadlines while at the same time producing highly accurate work, this supervisor must possess an extremely high degree of conscientiousness and demonstrate a high attention to detail. In addition, the job requires an individual who is able to supervise, train, coach, and direct a staff and communicate with customers, colleagues, and others with tact and diplomacy.

Considering the demands of the job, and degree of knowledge and skill required, the department's request to place this position in Pay Range 1CX is reasonable. This new position appears to have a comparable level of responsibility to that of the Water Customer Service Supervisor also in PR 1CX. Although we are aware that the job under consideration has responsibility for charges and fees in addition to charges for water consumption, we recommend that the term "Municipal Services," which is quite broad in its meaning, be replaced with the word "Water." This will clearly identify the job with the Milwaukee Water Works.

It is therefore recommended that the proposed position of "Municipal Services Billing Supervisor," be classified as a Water Billing Supervisor, Pay Range 1CX.

<b>Current:</b>	<b>Two New Positions</b>	
<b>Request:</b>	<b>Program Assistant III</b>	<b>PR 5IN</b>
<b>Recommendation:</b>	<b>Water Billing Specialist</b>	<b>PR 5HN</b>

Under the direction of the Water Works Billing Supervisor, these proposed positions will work with and direct the work of Accounting Assistants to ensure that information on bills is as accurate and comprehensive as possible prior to being sent to customers. Each week, the Water Works staff prepares some 15,000 bills to provide quarterly bills for residential customers and monthly bills for large commercial, industrial, and suburban wholesale customers. The employees in these new positions will work independently, analyzing situations as they occur, consulting with managers and supervisors, and taking actions to solve problems and improve processes.

The minimum requirements for the job, as stated on the job description are the same as those of a Program Assistant III—four years of clerical experience performing work related to the job, with at least one year of experience at the level of Office Assistant IV or Accounting Assistant III. Equivalent combinations of education and experience are usually accepted. These positions will require a good deal of expertise using automated systems and office software. In addition, employees must understand or learn the department's metering operations and billing systems and how those systems are connected. The description prepared by the department indicates that employees performing these jobs must be able to use software applications and specialized packages including Itron's MV-RS, enQuesta (the billing system), and have knowledge of report writing tools such as COGNOS.

The job analysis indicates that the nature of work associated with these jobs is similar to that of a billing clerk, accounting assistant, payroll assistant, or other job dealing with detailed numerical information requiring high-lever computer skills. As defined in City government, Program Assistants have responsibility for a specific program or a significant portion of a program. The nature of work performed by Program Assistants includes a variety of office and administrative duties and is not concentrated in the review of accounting, billing, or financial data or any other kind of specialized data. For that reason, placement of these positions in the Program Assistant series does not appear appropriate.

We do, however, agree with the department that the creation of a higher level paraprofessional job classification, above that of Accounting Assistant III is appropriate. The primary reason for this is that these positions will work with and direct the work of Accounting Assistants III PR 5EN (\$40,501-\$46,724). The most appropriate pay range for these positions therefore appears to be Pay Range 5HN (\$45,013 -\$51,408) comparable to the level of responsibilities of a Benefits Services Specialist or Pay Services Specialist.

We therefore recommend that two proposed positions of "Program Assistant III" be classified as Water Billing Specialists in Pay Range 5HN.

Prepared by:   
Laura Sutherland, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Montenegro, Employee Relations Director