



**Department of Employee Relations**

November 15, 2002

**John O. Norquist**  
Mayor

**Jeffrey Hansen**  
Director

**Florence Dukes**  
Deputy Director

**Frank Forbes**  
Labor Negotiator

**Michael Brady**  
Employee Benefits Manager

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

Dear Committee Members:                      Re: Common Council File Number 020820

The attached report will be submitted to the City Service Commission for consideration on November 19, 2002. This report recommends appropriate classifications and compensation levels for 17 positions approved by the Mayor and Common Council in the City's budget for 2003 in the City Treasurer's Office, City Attorney's Office, Department of Employee Relations, DPW-Operations Division and Department of City Development. We recommend these classification and pay levels subject to approval by the City Service Commission. The necessary Salary and Positions Ordinance amendments are attached to the report.

Sincerely,

Florence H. Dukes  
Employee Relations Director

FHD:pb

Attachments:    Job Evaluation Report  
                      Fiscal Note

c:    Frank Forbes, Laura Engan, Wayne Whittow, James Klajbor, Grant Langley, Barbara Woldt, James Purko, Gregory Jagmin, Martin Collins, Jeffrey Crouse, Julie Penman, Bonnie Vaughn, Richard Abelson, John English, John Garland and Robert Klaus

**JOB EVALUATION REPORT**

City Service Commission Meeting: November 19, 2002

This report recommends appropriate classifications and compensation levels for 17 positions approved by the Mayor and Common Council in the City's budget for 2003. This report contains recommendations for positions in the City Treasurer's Office, City Attorneys Office, Department of Employee Relations, DPW-Operations Division, and Department of City Development.

In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives from affected departments. The following chart summarizes the recommended changes.

**City Treasurer**

Current	Requested	Recommended
New	Tax Enforcement Specialist PR 599 \$50,675-\$65,220	Tax Enforcement Specialist PR 540 \$36,755-\$41,977
New	Administrative Services Coordinator PR 587 \$47,663-\$56,846	Program Assistant II PR 530 \$34,735-\$39,322

**City Attorney**

Current	Requested	Recommended
Legal Office Assistant IV PR 475 \$33,976-\$40,783 Incumbent: Freida Smith Current Rate: \$40,782.82	Administrative Assistant-Senior SG 004 \$38,634-\$54,086	Administrative Specialist-Senior SG 004 \$38,634-\$54,086 New Rate: \$42,345.68
Assistant City Attorney PR 148 \$45,199-\$106,987	Parking Citation Review Manager SG 006 \$43,889-\$61,451	Parking Citation Review Manager SG 006 \$43,889-\$61,451

**Department of Employee Relations**

Current	Requested	Recommended
New	Labor Relations Analyst-Senior SG 005 \$41,182-\$57,658	Labor Relations Analyst-Senior SG 005 \$41,182-\$57,658
Human Resources Representative SG 007 \$46,785-\$65,496 Incumbent: Joe Alvarado Current Rate: \$65,495.56	Labor Relations Representative SG 007 \$46,785-\$65,496	Labor Relations Representative SG 007 \$46,785-\$65,496 New Rate: no change
Personnel Payroll Assistant II PR 460 \$33,071-\$37,063 Incumbent: Devon Brown Current Rate: \$37,063	Program Assistant II PR 530 \$34,735-\$39,322	Program Assistant II PR 530 \$34,735-\$39,322 New Rate: \$37,844.04

Computer Training Coordinator SG 005 \$41,182-\$57,658 Incumbent: Marti Cargile Current Rate: \$57,658.12	Human Resources Training Specialist SG 007 \$46,785-\$65,496	Human Resources Training Specialist SG 007 \$46,785-\$65,496 New Rate: \$59,752.42
Human Resources Representative SG 007 \$46,785-\$65,496 Incumbent: Muhammad Abd-Allah Current Rate: \$65,495.56	Diversity Officer SG 007 \$46,785-\$65,496	Diversity Officer SG 007 \$46,785-\$65,496 New Rate: No change
Public Relations Officer SG 009 \$53,158-\$74,419 Incumbent: David Heard Current Rate: \$67,891.46	Community Relations Officer SG 009 \$53,158-\$74,419	Community Relations Officer SG 009 \$53,158-\$74,419 New Rate: No change
Office Assistant IV PR 445 \$30,890-\$34,183 Incumbent: Kathy Verfurth Current Rate: \$34,183.24	Program Assistant II PR 530 \$34,735-\$39,322	Program Assistant II PR 530 \$34,735-\$39,322 New Rate: \$34,734.70
New – 2 positions Medical Benefits & Workers Compensation Sections	Administrative Services Assistant PR 460 \$33,071-\$37,063	Administrative Services Assistant PR 460 \$33,071-\$37,063
New	Employee Benefits Analyst SG 004 \$38,634-\$54,086	Employee Benefits Analyst SG 004 \$38,634-\$54,086
New	Employee Benefits Analyst- Senior SG 005 \$41,182-\$57,658	Employee Benefits Analyst- Senior SG 005 \$41,182-\$57,658

**Department of Public Works-Operations Division**

Current	Requested	Recommended
New	Vehicle and Equipment Repairs Manager SG 011 \$60,397-\$84,553	Vehicle and Equipment Repairs Manager SG 011 \$60,397-\$84,553

**Department of City Development**

Current	Requested	Recommended
New	Housing Rehabilitation Inspector PR 553 \$39,014-\$46,356	Housing Rehabilitation Inspector PR 553 \$39,014-\$46,356

**Standards Used in Determining Reclassification for Management Positions**

The City uses a qualitative factor comparison system to evaluate management positions. This system requires that each position be compared to all other positions in the Management Pay Plan separately on each of four job evaluation factors:

Impact & Accountability	Weighted	45%
Knowledge & Skill	Weighted	35%
Relationships Responsibility	Weighted	15%
Working Conditions	Weighted	5%

Once an appropriate comparison has been made, the Job Evaluation staff assigns a level and corresponding number of points according to a chart. In analyzing any position for proper classification, it is critical to assess any changes that have taken place in the nature of work performed and level of responsibility, knowledge, skill and effort required. Changes in working conditions are also assessed, although this factor is considerably less important for management positions.

**Standards Used to Evaluate Bargaining Unit and Non-management/Non-represented positions:**

According to City Service Commission rules, reclassifications can only occur when it has been sufficiently shown that "major changes have occurred in level, duties and responsibilities of the job." Factors that the Commission will not consider with regard to reclassifications include the volume of work being performed, technological changes which "alter the way the work is done rather than the work itself," and individual characteristics of the person(s) holding the position.

In other words, the standard for reclassifying jobs to a higher level is not merely the fact that some changes have occurred. The significance of the change(s) and its impact on a position's level of responsibility, overall impact, and required knowledge and skill are what determine the basis for reclassification.

More specifically, in evaluating bargaining unit positions, as well as non-management/non-represented positions, the factor of knowledge and skill is considered to be the most important followed by responsibility exercised, with effort expended and working conditions trailing significantly behind. A significant change is one that has considerably increased a position's level of responsibility and required knowledge and skill.

The analyst identifies where significant changes have taken place and makes a judgement as to how much any given change has impacted the job in terms of these factors. It is important to note that in today's workplace, virtually all jobs, whether found in the private or public sector, regularly experience changes in procedures, practices, technology used, and the manner in which decisions are made. These types of changes, which are normal and expected, do not automatically result in reclassifications or reallocations. From a job evaluation point of view, it is critical to pinpoint changes and determine whether or not these changes have permanently and significantly affected the level of responsibility and knowledge and skill required of a job.

In reaching a final decision regarding the title and rate of pay for a position, the job analyst also considers the current rate of pay for the position. The consideration for pay constitutes a critical step in the classification decision-making process. In some cases, the position under study may be paid at or above labor market rates, or the changes that have taken place bring the position up to a level of responsibility and/or skill that in our judgment should have been performed all along, the changes represent part of a "learning curve", or the proposed reclassification would create unfavorable pay impacts upon other closely related job classifications or managerial personnel. If any of these conditions exist, a reclassification will generally not be recommended.

**CITY TREASURER'S OFFICE**

In order to meet its 2003 mission within its budget allocation goal, the City Treasurer's Office has proposed changes in departmental operations, a restructuring of staff and a realignment of unit responsibilities. These changes include the elimination of the entire Delinquent Tax Collection Services Unit (six full time positions) and one position of Accounting Assistant I. Also included are the creation of two new positions in the Administrative Services and Information Systems Support Unit as this unit is assuming responsibility for the collection services contract and for tax enforcement actions. The City Treasurer's Office has requested these two new positions be studied for proper classification.

<b>Requested:</b>	<b>Tax Enforcement Specialist</b>	<b>PR 599</b>
<b>Recommended:</b>	<b>Tax Enforcement Specialist</b>	<b>PR 540</b>

The purpose of this position is to perform professional duties related to tax enforcement actions, customer relations and vacated judgments. These duties are described in more detail below.

- 60% Tax Enforcement Actions. Performs all tasks necessary for the City Attorney's Office to take legal action in response to delinquent property tax accounts (primarily real estate -"in rem"- foreclosures). For each case, these tasks include identifying all interested parties and preparing and mailing requisite notices to them, preparing the necessary legal documents, assuring proper publication of official notices, and maintaining all activity files.
- 20% Customer Relations. Responds to customer inquiries referred by the Customer Services Unit that are of a more technical or difficult nature, and drafting written replies to correspondence received.
- 15% Vacated Judgments. Prepares all documents and mailings associated with taxpayer's applications to vacate judgments taken to enforce the collection of delinquent property tax accounts.
- 5% Other Duties.

This position has no supervisory responsibility. The qualifications, as listed on the job description, include the equivalent of a related Associate's degree and six years of journey level clerical experience, with at least two years at the Office Assistant III level or above.

In evaluating this position, detailed discussions about its duties and responsibilities were held with Jim Klajbor, Special Assistant to the City Treasurer, who will supervise this position. In addition, a number of actual work samples were reviewed.

The Department of Employee Relations (DER) feels that the title of Tax Enforcement Specialist is appropriate given the duties and responsibilities of the position. It should be noted that in the early 1990's the Treasurer's Office had another position titled Tax Enforcement Specialist in Pay Range 530 that was similar, but not identical, to the current position. That position no longer exists. DER also agrees with classifying the position in the 500 series that includes professional, technical and administrative classes.

However, after careful review of a variety of positions in the 500 series, the suggested pay range of 599 with a maximum salary of \$65,220 cannot be supported for this position. Most positions in pay ranges 590-599 are specialized technical positions in areas such as computer programming, network administration, and repairing and programming electronic building facilities controls.

In contrast, the position under review performs important administrative related duties within the technical arenas of tax, real estate and law. These duties require the ability to understand and follow relevant state statutes and city ordinances, knowledge of legal, tax and real estate terminology and processes, ability to properly prepare legal documents, and the ability to analyze and resolve difficult issues such as questions of ownership and land contamination issues. Therefore, communication and interpersonal skills necessary to interact with a variety of professionals both inside and outside city government, including Assistant City Attorneys, is also important.

Positions performing duties at similar levels are found more in the mid-range of the 500 series. As mentioned earlier, the department previously had a position of Tax Enforcement Specialist in Pay Range 530. The primary emphasis of that position was on personal property tax enforcement rather than real property. Because the tax enforcement process with real estate is more complex than with personal property and because this position will function with considerably more independence than the previous position, it can be argued that this position should be higher than 530. A reasonable comparison is with the position of Municipal Court Clerk I in Pay Range 540. Both positions share a number of legal and administrative similarities in terms of scheduling, notifying relevant parties, preparing documents, maintaining files, responding to inquiries, and researching cases as needed. In addition, both positions must perform their duties within established legal boundaries.

Given the level of duties and responsibilities of this position, as well as the qualifications required, Pay Range 540 appears appropriate for this position. It is therefore recommended that this position be classified as Tax Enforcement Specialist in Pay Range 540.

<b>Requested:</b>	<b>Administrative Services Coordinator</b>	<b>PR 587</b>
<b>Recommended:</b>	<b>Program Assistant II</b>	<b>PR 530</b>

The primary purpose of this position is to serve as the department's liaison to the City's collection agent relative to tax collection matters and to coordinate and monitor all aspects of the collection agent's services. The position performs other administrative duties as well. The duties and responsibilities of this position break down as follows:

35%	Coordination and Monitoring of Collection Agent Services
25%	Tax Account Maintenance and Enforcement
5%	Tax Bill Imprinting and Mailing
5%	Tax Records Production
10%	Payroll and Personnel Administration
15%	Departmental Accounting
5%	Other Duties

This position has no supervisory responsibility. The qualifications, as listed on the job description, include the equivalent of a related Associate's degree and four years of journey level clerical experience, with at least two years at the level of Office Assistant III or above.

In evaluating this position, detailed discussions about its duties and responsibilities were held with Jim Klajbor, Special Assistant to the City Treasurer, who will supervise this position. In addition, a number of actual work samples were reviewed.

As with the previous position, DER agrees that the 500 series that includes professional, technical and administrative classes is appropriate. However, after careful review of a variety of positions in the 500 series, the suggested pay range of 587 with a maximum salary of \$56,846 cannot be supported for this position. This pay range currently contains the classification of Zoning and Development Coordinator which is responsible for the creation and revision of zoning ordinances, reviewing and approving site plans for a wide range of commercial and residential development projects, and other related duties which require a knowledge of zoning, urban design and current urban planning techniques and trends.

This position shares some similarities with the previously discussed position of Tax Enforcement Specialist in that both are key positions in the recovery of delinquent property taxes. While the previous position coordinates the "in rem" foreclosure process, this position will serve as the liaison with the City's outside tax collection agency and will be responsible for administering and monitoring the collection process. This involves making decisions as to which cases are eligible for transmission to the collection agency, and once transferred, making detailed and sometimes complicated accounting entries of monies collected and accounting for fees kept by the collection agency for services rendered. In addition, all cases must be accurately coded so that the current status of each can be easily determined.

The above duties are expected to comprise 60% of the position. The position will also perform several other unrelated administrative duties that account for the other 40 percent. These duties involve preparing contractor work orders for tax bill imprinting and mailing, preparing contractor work orders for the production of tax records, payroll and personnel administration and departmental accounting. In all, this position does not appear to be quite as strong as the previously discussed position being recommended for placement in Pay Range 540.

In reviewing a variety of other positions in the 500 series, this position appears to closely fit the criteria for the Program Assistant II classification in Pay Range 530 and appears comparable to the level of responsibility of other positions in this pay range. In general, Program Assistant II performs duties to support a specific program or area of operations within a City department. It also states that "a hallmark of the Program Assistant II is the analysis of information, in contrast to gathering and compiling

information. In analyzing information, the employee is required to draw conclusions and make recommendations from information presented. This information may be in the form of accounting information, budget records and reports, financial information, contracts, or qualitative information. Program Assistants II are expected to independently initiate new work projects and improve processes on a continuous basis.”

Program Assistants II perform a variety of administrative duties within city government depending on department and function. For example, the Program Assistant II in the Employees' Retirement System is responsible for administering the ERS insurance programs that requires communication with ERS members, physicians, ERS Board, staff and other personnel. It also requires understanding and applying rules, regulations and legal opinions governing the process. A position in the Department of Administration performs contract administration duties, serves as staff to the Central Board of Purchases, handles customer relations issues, and performs administrative assistant duties for the Purchasing Director. Positions in City Development are involved in issuing a variety of permits such as right of way permits, water service permits, HVAC permits, etc. according to City ordinances, regulations and construction specifications.

The Treasurer's Office is recommending the title of Administrative Services Coordinator for this position. There are currently three other classifications with "Administrative Services" as part of the title in the city service, two of which are in management. Rather than create another similar title which can be difficult to differentiate from the others, we recommend that this position be titled "Program Assistant II" and be placed in Pay Range 530.

#### **CITY ATTORNEYS OFFICE**

The 2003 budget for the City Attorney's Office includes a reorganization of the Ordinance Enforcement Division. This reorganization creates a structure for the management of workload and staff that parallels that of the main office. It involves the upward classification of one Legal Office Assistant IV to Administrative Specialist-Senior.

<b>Current:</b>	<b>Legal Office Assistant IV</b>	<b>PR 475</b>
<b>Request:</b>	<b>Administrative Assistant-Senior</b>	<b>SG 004</b>
<b>Recommend:</b>	<b>Administrative Specialist-Senior</b>	<b>SG 004</b>

This position will function as the manager of the administrative and office operations at the Ordinance Enforcement Division, a branch office of the City Attorney's Office. Duties, responsibilities, and requirements of the position include:

- 40% Manage and direct the administrative and support functions of the office.
- 25% Supervise the clerical staff, direct workflow, and manage workload.
- 15% Problem-solve and troubleshoot citation processing for municipal citations.
- 10% Assist management in reviewing, developing and implementing policy initiatives for office operations.
- 5% Back-up other positions to ensure that office functions are getting completed.
- 5% Perform other duties as assigned.

The position requires a background in the legal field, supervisory experience and excellent communication skills. It also requires a working knowledge of office technology and systems.

In this reorganized Ordinance Enforcement Division, this new position will be responsible for a workload involving 50-75,000 municipal citations per year, parking reviews, towing issues, traffic tickets, and a large volume of citizen inquiries. The position works as the coordinator of work between the Assistant City Attorney and the office support staff. The position will supervise the office support staff and be responsible for managing the work, training, and disciplinary issues. The position will work closely with the Special Deputy and Special Assistant to the City Attorney on special projects including the Citation

Review process, implementation of a new computerized system for processing subpoenas for Municipal Court cases, record retention, and file management. The position will function at the same level of responsibility as that of the current Administrative specialist-Senior position in the Administrative Division of the City Attorney's Office.

For these reasons we recommend classifying the position as Administrative Specialist-Senior in Salary Grade 004.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	4	68
Knowledge & Skill	4	57
Relationships Responsibility	4	26
Working Conditions	1	<u>5</u>
Total Points:		156

Salary Grade 004 points: 152-174

<b>Current:</b>	<b>Assistant City Attorney</b>	<b>PR 148</b>
<b>Request:</b>	<b>Parking Citation Review Manager</b>	<b>SG 006</b>
<b>Recommend:</b>	<b>Parking Citation Review Manager</b>	<b>SG 006</b>

This position is responsible for reviewing and resolving disputes regarding parking citations and tow fees. Specific duties responsibilities and requirements include:

- Review and resolve disputes on parking citations and tow fees for individuals who have appointments scheduled daily by the citation processing contractor.
- Review and resolve complaints received by mail or by phone.
- Responsible for entering disposition of dispute into autoprocess and utilizing autoprocess, night parking permit database, tow system or other resources to resolve disputes.
- Make recommendations to improve parking operations' processes and procedures and to make the review and resolution process efficient, cost effective and customer friendly.

Requirements include a Bachelor's Degree in Business Administration, Public Administration, Law or related fields and two years experience in parking enforcement, paralegal, citation processing, claims adjusting or other related experience OR six years of professional experience in parking enforcement, paralegal, citation processing, claims adjusting or other related experience.

This position was created as a result of agreements between the City Attorneys Office and DPW on methods to improve the parking citation review process. This new Parking Citation Review Manager would handle the review of parking citation previously handled by Assistant City Attorneys. The City Attorney's Office has developed guidelines for the Parking Citation Review Manager to follow in reviewing citations. The position will function under the supervision and guidance of the attorneys.

Based upon the duties and requirements of the position, we recommend classifying the position as Parking Citation Review Manager in Salary Grade 006. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skill	6	80
Relationships Responsibility	6	38
Working Conditions	1	<u>5</u>
Total Points:		227

Salary Grade 006 points: 201-230



## DEPARTMENT OF EMPLOYEE RELATIONS

This report recommends various classification changes for the Department of Employee Relations (DER). These changes have been approved in conjunction with the 2003 budget and reflect the merger with the Fire & Police Commission Staff, the Equal Rights Commission staff, and the reorganization of the department. Service Delivery teams have been eliminated. Staff members will be realigned by function, including several positions that will remain in their original level of position authority; Labor Relations Officer and Employment Administrator. Changes include the creation of new positions, title changes, and upward reclassifications. A number of positions are eliminated including the Deputy Director and four Human Resources Analyst-Senior positions. The reorganization also realigns the duties of clerical support across the department.

The new organization will be comprised of three divisions: Administration, Operations, and Employee Benefits. The structure of the new organization is summarized in **Appendix A**.

The new Administration Division will be comprised of the Labor Relations Section and the Business Section. In the Labor Relations Section there is the addition of one Labor Relations Analyst-Senior (SG 005) and a title change of Human Resources Representative to Labor Relations Representative (SG 007). The Business Section will be comprised of merged administrative staff from the Fire & Police Commission and DER.

In the reorganized Operations Division, Service Delivery Teams have been eliminated. Staff will instead be organized according to functional specialization. The Operations Division will be comprised of a Compensation Services Section, an Outreach/Diversity/Research Section, and a Staffing Services Section. The Compensation Services Section will focus on the classification and compensation of City positions. It will also encompass responsibility for Training & Development Services and Certification & Pay Services. Staff changes in this Section include the reclassification of a Personnel Payroll Assistant III (PR 460) to Program Assistant II (PR 530). Also included is the reclassification of the Computer Training Coordinator (SG 005) to Human Resources Training Specialist (SG 007).

The Outreach/Diversity/Research Section will bring together staff from the Fire & Police Commission dedicated to Community Outreach and Research, a staff member from the Equal Rights Commission who handles complaints external to the City, and a new Diversity Officer focused on diversity and complaint intake for City employees. Merging these functions will allow for improved sharing of ideas, prevention, and training efforts. Staff changes include a title change of Human Resources Representative (SG 007) to Diversity Officer (SG 007) and a title change of the Public Relations Officer (SG 009) to Community Relations Officer (SG 009).

The new Staffing Services Section will encompass recruitment, job analysis, test development, test validation, and test administration for all of the city's civil service positions as well non-classified staff from the Milwaukee Public Schools. This Section will be comprised of Recruitment and Testing staff from the Fire & Police Commission and staff from DER. Staff changes include the reclassification of an Office Assistant IV (PR 445) to Program Assistant II (PR 530) in the Selection Services Unit.

The Employee Benefits Division will continue to be comprised of the Workers Compensation Section and the Medical Benefits Section. This reorganization addresses concerns about the rising costs of healthcare by dedicating additional staff to research alternative methods of healthcare delivery and to keep up with administration of the City's various benefit programs. Staff changes include the addition of two Administrative Services Assistants (PR 460). One will be dedicated to the Workers Compensation Section and one to the Medical Benefits Section. A new Employee Benefits Analyst (SG 004) will research potential wellness efforts and staff the Milwaukee Task Force on Health Care Cost Controls. A new Employee Benefits Analyst-Senior (SG 005) will administer Unemployment Compensation and implement the requirements of the National Mandatory Medical Support Act.

Analysis and recommendations on specific positions follow:

ADMINISTRATION DIVISION

**Request:** Labor Relations Analyst-Senior SG 005  
**Recommend:** Labor Relations Analyst-Senior SG 005

This new position will be assigned to the Labor Relations Section of the Administration Division. Duties, responsibilities, and minimum requirements include:

**GRIEVANCES**

- Investigate and make recommendations concerning grievances.
- Plan, prepare and coordinate grievance arbitration hearings.

**CONTRACT ADMINISTRATION**

- Assist in implementing agreements reached with certified unions.
- Provide consistent and accurate guidance to supervisors, unions and other customers regarding labor contract interpretation, application and enforcement.
- Work with management and union personnel involving matters of day-to-day contract administration.

**CONTRACT NEGOTIATIONS**

- Assist in preparing for as well as during labor negotiations, mediation sessions and arbitrations.
- Assist in drafting contract language.
- Develop and draft proposals for collective bargaining and other labor relations events.
- Prepare position summaries describing issues on bargaining table and the positions of the City and union.
- Prepare minutes of negotiating meetings.

**DATA COLLECTION AND ANALYSIS**

- Conduct and respond to salary and fringe benefit surveys.
- Collect, organize and compute cost and other data on City and union proposals.
- Conduct studies of and prepare reports on union requests and management-union relations.
- Develop programs to utilize and analyze data for use in negotiations and arbitrations.
- Research and answer inquiries from other agencies and prepare correspondence to certified unions and other City departments.

**OTHER DUTIES**

- Conduct special projects as needed

Requirements for the position are a Bachelor's degree with a major in personnel management, industrial relations, public administration, psychology, business administration (or a closely related field), or an equivalent combination of job related training and experience. A minimum of two years of successful experience performing duties such as those described above. A job related master's degree may substitute for up to one year of the required experience.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	6	91
Knowledge & Skill	5	68
Relationships Responsibility	5	32
Working Conditions	1	5
<b>Total Points:</b>		<u>196</u>

Salary Grade 005 points: 175-200

**Current:** Human Resources Representative SG 007  
**Request:** Labor Relations Representative SG 007  
**Recommend:** Labor Relations Representative SG 007

This existing position will be assigned to the Labor Relations Section of the Administration Division. Because this position will perform duties exclusively in the labor relations arena as seen below, the requested title change to Labor Relations Representative is appropriate. Duties, responsibilities, and minimum requirements include:

- Acts as chief spokesperson for the City in negotiations with bargaining units within the City Labor Negotiator's policy limits.
- Assists during labor negotiations, mediation sessions, interest and grievance arbitration hearings, and in implementing and administering labor agreements.
- Drafts contract language and prepares position summaries of City's and union's positions and minutes of negotiating meetings.
- Collects, organizes, computes and analyzes costing data on City and union proposals. Develops programs to compile and analyze data.
- Represents City in grievance arbitration cases or assists City Attorney in other grievance arbitrations.
- Prepares or assists in preparation of City's case or response in prohibited practices or unit clarifications filed with the Wisconsin Employment Relations Commission.
- Represents the City Labor Negotiator on joint labor / management committees and on various City management committees.
- Conducts studies and prepares reports on union requests, department requests and management / union relations.
- Assists in conducting training seminars for supervisors in contract administration and grievance handling.
- Conducts and responds to salary and fringe benefit surveys.

Requirements for the position are a Bachelor's degree with a major in personnel management, industrial relations, public administration, psychology, business administration (or a closely related field), or an equivalent combination of job related training and experience. A minimum of three years of successful experience performing duties such as those described above at or above a journeyworker level. A job related masters degree is desirable and may substitute for up to one year of the required experience.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skill	7	94
Relationships Responsibility	7	46
Working Conditions	1	5
Total Points:		<u>249</u>

Salary Grade 007 points: 231-265

**OPERATIONS DIVISION**

**Current: Personnel Payroll Assistant IIPR 460**  
**Request: Program Assistant II PR 530**  
**Recommend: Program Assistant II PR 530**

The main function of this position is to review for accuracy and legitimacy the personnel transactions entered onto the citywide payroll system by payroll personnel in non-DPW operating departments and DPW-Administration. Examples of these transactions include pay rate changes, promotions and leaves of absence. This position works with the various payroll personnel to correct errors, answer questions, provide guidance and generally serve as a resource on pay-related transactions.

Changes in this position over the last few years include a more detailed and complicated process of reviewing personnel transactions with greater consequence of error. In addition, there is greater responsibility to approve transactions prior to payroll being run since entries made by payroll clerks are no longer held in a "suspended" state until they can be verified. The incumbent's assigned departments have also grown, particularly with the transfer of Parking Operations from the Police Department to DPW-Administrative Services.

The audit function performed by this position is somewhat similar to that performed by Personnel Payroll Assistants III in the Payroll Administration Section of the Comptroller's Office. These positions edit, process, and pre-audit data required for processing payroll for all City departments. They provide advice and guidance to "payroll clerks" on problems related to employee pay, deductions, leave balances, and other payroll related issues.

It is therefore recommended that this position be reclassified to Program Assistant II in Pay Range 530.

<b>Current:</b>	<b>Computer Training Coordinator</b>	<b>SG 005</b>
<b>Request:</b>	<b>Human Resources Training Specialist</b>	<b>SG 007</b>
<b>Recommend:</b>	<b>Human Resources Training Specialist</b>	<b>SG 007</b>

This position was created in 1991 to meet a growing demand for computer training due to the increased level of computerization in City departments. The primary function of the position was to continually determine computer training needs and then design, coordinate and present training programs to meet those needs. This training focused on various software applications such as word processing, spreadsheets, and data base management as well as several mainframe applications such as SuperNatural, report creation, file creation, and email.

Being responsible for assessing and meeting the City's computer training needs is still a major responsibility of the position. In recent years, however, changes have occurred in the position.

In 1999 the City undertook a major initiative with the purchase, customization, and implementation of the PeopleSoft Financials (FMIS) and Human Resources Management System (HRMS). Along with a team of others, this position played a key role in the development and presentation of training to City employees when the new system was rolled out. It has since been the responsibility of this position to develop and conduct on-going training on the PeopleSoft system, both to new users as well as existing users when there are upgrades to the system.

For example, a major upgrade to the HRMS system will be implemented in November 2002. This position is taking the lead role in planning and coordinating the training for City employees. This involves working on a team with key individuals in the Department of Administration-Information & Technology Management Division. These individuals include the Enterprise Systems Manager (SG 013), the Information Systems Manager (SG 015), and the Systems Analyst-Project Leader (SG 011), among others. This position, along with an outside consultant, is writing the training manuals for the upgrade after having received extensive technical training that was designed for those who are actually performing the upgrade. The coordination of this training also requires recruiting others to assist in presenting the materials and conducting train-the-trainer classes to prepare them for this responsibility.

Other changes have also occurred. The scope of this position has been broadened to include training in areas such as customer service, writing skills, interviewing, and organizational development. The position provides assistance to DER's professional human resources staff in areas such as recruitment and selection, diversity awareness, and team building. The position serves as a back-up to the department's network administrator, troubleshooting problems and assisting users on the DER network when the administrator is out of the office. These additional duties now comprise approximately 45% of the incumbent's time and require knowledge in human resources management as well as network administration.

Based on the above, it is therefore recommended that the position be placed in SG 007. Given the broadened functions of the position, it is recommended that the title be changed to Human Resources Training Specialist.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skill	7	94
Relationships Responsibility	7	46
Working Conditions	1	<u>5</u>
Total Points:		249

Salary Grade 007 points: 231-265

**Current: Human Resources Representative SG 007**  
**Request: Diversity Officer SG 007**  
**Recommend: Diversity Officer SG 007**

With the reorganization, the duties and responsibilities of this position will be focused on Diversity issues and training. It will be assigned to the Outreach/Diversity/Research Section of the Operations Division. Duties, responsibilities, and minimum requirements include:

- Receive and investigate EEO related complaints and report on findings and recommendations. Resolve actual and potential complaint situations whenever possible.
- Act as a resource person to advise, assist and/or counsel employees, managers and others regarding diversity / EEO issues in the workplace.
- Plan, conduct and/or facilitate diversity / EEO related training programs as needed to meet the needs of the City and to comply with applicable federal, state and local laws, ordinances, guidelines and court cases.
- Update and disseminate diversity / EEO related policies and procedures as needed to meet the needs of the City and to ensure compliance with applicable federal, state and local laws, ordinances, guidelines and court cases.
- Prepare the Citywide equal employment opportunity / affirmative action plan. Assist departments as needed in developing their respective equal employment opportunity / affirmative action plans. Compile and maintain EEO related data and statistics.
- Participate in special projects and perform other related duties as assigned.

Requirements for the position are a Bachelor's degree with a major in human resources, public administration, business administration, political or other social science, or other degrees related to cross-cultural studies (or a closely related field), or an equivalent combination of job related training and experience. A minimum of three years of successful experience performing duties such as those described above at or above a journeyworker level. A job related masters degree is desirable and may substitute for up to one year of the required experience.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skill	7	94
Relationships Responsibility	7	46
Working Conditions	1	<u>5</u>
Total Points:		249

Salary Grade 007 points: 231-265

**Current: Public Relations Officer SG 009**  
**Request: Community Relations Officer SG 009**  
**Recommend: Community Relations Officer SG 009**

This position is responsible for recruiting applicants for positions within the Police and Fire departments, coordinating community relations and public information programs for the departments, and investigating citizen complaints against any member of either the police or fire departments. In these roles the incumbent acts as a liaison between the departments, the Fire & Police Commission, the media, and the community.

Based on the duties and responsibilities of the position, we recommend a title change for the position to Community Relations Officer (SG 009). An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	9	138
Knowledge & Skill	6	80
Relationships Responsibility	12	116
Working Conditions	1	5
Total Points:		339

Salary Grade 009 points: 306-351

<b>Current:</b>	<b>Office Assistant IV</b>	<b>PR 445</b>
<b>Request:</b>	<b>Program Assistant II</b>	<b>PR 530</b>
<b>Recommend:</b>	<b>Program Assistant II</b>	<b>PR 530</b>

This position performs the following duties and responsibilities:

- 60% Exam Administration / Test Scoring
  - Perform the full range of exam administration and test scoring functions necessary to insure a fair, accurate and valid examination process.
  - Exam administration duties include screening applications, scheduling and administering written and performance examinations, supervising application entry into SIGMA, generating examinations using TMS, and assisting in the management of the SIGMA applicant tracking system.
  - Test scoring duties include sending exam related notifications to applicants / candidates, scoring all types of examinations administered, preparing examination keys, rating sheets, eligible lists and various statistical reports.
- 25% Plan and conduct the selection process for four MPS Food Service positions (Food Service Assistant, Food Service Manager Trainee, Food Service Manager I and Food Service Manager II/III.)
- 10% Compile, manage, and analyze a variety of examination related statistics and data for all eligible lists prepared. Prepare monthly, quarterly, and annual reports of this data for budget preparation purposes and assist in their interpretation as needed. Also, maintain test paper files for all examinations administered according to a set retention schedule.
- 5% Compile and review applicant conviction record information as part of a conviction review panel.

This position has assumed a higher level of responsibility for various aspects of the staffing process including the following:

- has responsibility for the entire selection process for five Food Service classifications at MPS
- assists analysts by screening applications for various other positions and making accept/reject decisions
- has assumed a greater leadership role in the preparation, administration and monitoring of performance examinations
- has greater involvement in the ongoing development and management of the SIGMA IV applicant tracking and test scoring program
- has been designated as one of two people authorized to generate examinations using the SIGMA Test Management System (TMS)

- has assumed responsibility for the compilation and presentation of examination-related statistics
- serves on a conviction review panel to assess the job-relatedness of convictions and determine if the applicant should be accepted or rejected

With the foregoing changes the position meets the criteria for Program Assistant II, including the analysis of information, in contrast to gathering or compiling information, and independently initiating new work projects and improving processes on a continuous basis.

### EMPLOYEE BENEFITS

#### Medical Benefits

**Request: Administrative Services Assistant PR 460**  
**Recommend: Administrative Services Assistant PR 460**

This new position will be assigned to the Medical Benefits Section of the Employee Benefits Division. Duties, responsibilities, and minimum requirements include:

- ◆ Perform confidential secretarial duties for the Employee Benefits Manager.
  - On a daily basis sort and open mail for Employee Benefits Manager.
  - Be available to answer phone calls when Employee Benefits Manager is gone.
  - Maintain an in/box out/box system for the Employee Benefits Manager.
  - Provide Employee Benefits Manager and other Medical benefits staff with assistance regarding mailings, contacts for meetings, communications with payroll clerks, department heads and special committees.
  - Maintain a system to retrieve current contracts, including RFPs, responses to RFPS and communications. Maintain both electronic and hard copies.
  - Maintain a system of filing for the Employee Benefits Manager, including clearing dated files for storage.
- ◆ Prepare correspondence for City of Milwaukee employees, the State of Wisconsin or Milwaukee County, regarding health insurance/medical support for their dependent children.
- ◆ Provide back-up support to front desk and/or Medical Benefits staff in DER.
- ◆ Provide correspondence to members of the Milwaukee Task Force on Health Care Cost Controls for the Employee Benefits Manager.
- ◆ Prepare materials for city employees attending New Employee Orientation programs.

Requirements for the position are four years of clerical experience performing duties related to those described above including at least one year of experience at the Office Assistant III level or above. Experience in insurance or related area is desirable.

The duties and responsibilities for this position are both those of an Administrative Secretary and those of a Program Assistant. The position will perform advanced confidential duties requiring comprehensive experience and knowledge of Employee Benefits. In addition the position will perform duties specific to administration of the City's Benefit programs. Because the position has two distinct focuses, it does not fit easily into the Program Assistant Series or the Administrative Assistant Series. A more appropriate classification for this position is Administrative Services Assistant in pay range 460. This classification is not quite as high as that of Administrative Assistant III (Administrative Secretary) in pay range 530, but is at the same level as a Program Assistant I in pay range 460.

We therefore recommend classifying this position as Administrative Services Assistant in pay range 460.

#### Workers Compensation

**Request: Administrative Services Assistant PR 460**  
**Recommend: Administrative Services Assistant PR 460**

This new position will be assigned to the Workers Compensation Section of the Employee Benefits Division. Duties, responsibilities, and minimum requirements include:

- Performs confidential secretarial duties for the Workers Compensation Administrator, the Claims Adjuster Supervisor and the sections' Litigation Team.
- Assist in filing the necessary documents with the State of Wisconsin on all litigated claims.
- Prepare correspondence, answers to applications for hearings, compromise agreements and other legal documents.
- Contact doctors and other medical providers to determine applicant's current medical liability and compare to claimed expenses on WC-3 form received from applicant or attorney.
- Request and obtain other required information from doctors, attorneys and other government agencies as needed via phone or in writing.
- Prepare legal files for hearings and closings using established procedures.
- Update required information on to the Workers Compensation computer system.
- Coordinate inquiries and provide information to the State of Wisconsin on Workers Compensation files.
- Prepare and distribute various reports including Employee Injury and Fleet Safety Reports.
- Coordinate the City of Milwaukee Safety glasses reimbursement program.
- Perform all other office support and technical support related to the processing and litigation of worker's compensation claims as well as providing back up and training of other office support staff.

Requirements for the position are four years of clerical experience performing duties related to those described above including at least one year of experience at the Office Assistant III level or above and two years of Worker's Compensation clerical experience.

The duties and responsibilities for this position are both those of an Administrative Secretary and those of a Program Assistant. The position will perform advanced confidential office support duties requiring comprehensive experience and knowledge of the worker's compensation process. In addition the position will perform duties specific to the litigation of Worker's Compensation claims. Because the position has two distinct focuses, it does not fit easily into the Program Assistant Series or the Administrative Assistant Series. A more appropriate classification for this position is Administrative Services Assistant in pay range 460. This classification is not quite as high as that of Administrative Assistant III (Administrative Secretary) in pay range 530, but is at the same level as a Program Assistant I in pay range 460.

We therefore recommend classifying this position as Administrative Services Assistant in pay range 460.

<b>Request:</b>	<b>Employee Benefits Analyst</b>	<b>SG 004</b>
<b>Recommend:</b>	<b>Employee Benefits Analyst</b>	<b>SG 004</b>

This new position will be assigned to the Medical Benefits Section of the Employee Benefits Division. Duties, responsibilities, and minimum requirements include:

- 20% Provide follow-up and staffing support to Milwaukee Task Force on Health Care Cost controls, including specific initiatives to help control City of Milwaukee health care costs.
- 20% Research and evaluate potential Wellness efforts for City of Milwaukee and prepare a plan that can be presented to the Finance and Personnel Committee prior to April 1, 2003.
- 15% Review and recommend updates in Employee Benefits written materials including:
  - Work with WPS, the city's third-party-administrator to update the employee handbooks for the Basic Plan
  - Work with the Flex Company to review and update the six-page handout for Flexible Choices
  - Work with Standard Insurance to review and update both the eight-page booklet and the certificate of coverage documents for Long Term Disability Insurance
- 10% Evaluate and research the feasibility of using an IBNR (phone) or internet systems as part of the City's open enrollment. Look into the feasibility of making the health, dental and LTD enrollments interactive with the providers.



- 10% Work with Patient Choice representatives and other managed competition models for City employees and City of Milwaukee area employers to promote efforts that will control health care costs and reward efficient and high quality providers.
- 10% Work with Leapfrog Program, American Society for Quality, and other efforts to encourage higher quality health-care measures that can be shared with employers and employees.
- 10% Assist Medical Benefits staff by providing support in responding to employees, helping with New Employee Orientation, Open Enrollment and other related special activities.
- 5% Perform other duties as assigned by the Employee Benefits Manager.

The position will require a minimum of 2 years experience performing duties such as those described above. A Bachelor's degree in personnel administration, industrial relations, public administration, business administration or related field is desirable.

The creation of this position is in direct response to concerns about the rising costs of healthcare. Responsibilities include research and development of alternative methods of healthcare delivery. This will involve working with a business organizations and healthcare providers in determining innovative solutions to difficult programs. The position will also support administration of the City's various benefit programs.

The scope of responsibilities for this position is similar to those of the Health Project Coordinators (SG 004) in the Milwaukee Health Department. These positions research, coordinate community and financial support, and provide education for programs as varied as Lead Hazard Prevention and Fetal Infant Mortality.

For these reasons, we recommend classifying this position as Employee Benefits Analyst in Salary Grade 004.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	4	68
Knowledge & Skill	4	57
Relationships Responsibility	5	32
Working Conditions	1	<u>5</u>
	Total Points:	162

Salary Grade 004 points: 152-174

**Request: Employee Benefits Analyst-Senior SG 005**  
**Recommend: Employee Benefits Analyst-Senior SG 005**

This new position will be assigned to the Medical Benefits Section of the Employee Benefits Division. Primary responsibilities of the position will include administering Unemployment Compensation and the requirements of the National Mandatory Medical Support Act. Specific duties, responsibilities, and minimum requirements include:

- 50% Administer Unemployment Compensation
  - Review claims and initiate challenges.
  - Respond to unemployment compensation inquiries from employees, departments, and state of WI.
  - Represent the City at unemployment compensation hearings.
  - Supervise the processing of UC forms and maintenance of related documents.
  - Prepare cost date reports and provide estimates for the UC Special Purposes Account.
  - Maintains statistical data and prepare reports for planning.
  - Complete unemployment compensation salary surveys from the state of WI.

- 20% Implement and administer the requirements of the National Mandatory Medical Support Act.
- 10% Assist Medical Benefits staff by providing support in responding to employees and assisting with Open Enrollment and other related Employee Benefits activities.
- 10% Administer the Leave Donor Program.
- 10% Perform other duties as assigned by the Employee Benefits Manager.

The position will require a minimum of 3 years experience performing duties such as those described above. A Bachelor's degree in personnel administration, industrial relations, public administration, business administration or related field is desirable.

This position will have responsibility for administering city benefits in the areas of Unemployment Compensation and the Federally mandated Medical Support Act. It will also respond to employee's inquiries about benefits and provide support to the annual Open Enrollment process.

This new Employee Benefits Analyst-Senior will be considered the "journey level" position of these two new positions created in Employee Benefits. It is intended for a fully trained and experienced staff member handling assignments with considerable independence. The position must operate with an in-depth knowledge of state, federal, and city regulations in administering benefits for City of Milwaukee employees. For these reasons we recommend classifying this position as Employee Benefits Analyst-Senior in Salary Grade 005.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	6	91
Knowledge & Skill	5	68
Relationships Responsibility	5	32
Working Conditions	1	<u>5</u>
Total Points:		196

Salary Grade 005 points: 175-200 .

**DEPARTMENT OF PUBLIC WORKS-OPERATIONS DIVISION**

**Request:            Vehicle and Equipment Repairs Manager            SG 011**  
**Recommend:    Vehicle and Equipment Repairs Manager            SG 011**

The basic function of this position is to provide all general administration and supervision of all repair activities for the City's fleet of automobiles (including Police vehicles), light and heavy trucks, construction and other specified equipment. Specific duties and responsibilities include:

- Managing and coordinating fleet maintenance services for all repair facilities
- Overseeing and participating in the development and administration of the annual budget
- Directing and forecasting funds needed for staffing, equipment, materials and supplies
- Monitoring and approving expenditures; and
- Preparing analytical and statistical reports on operations and activities.

The position requires a Bachelor's Degree in Business Management, or related field and six years of professional experience in fleet management, automotive, heavy equipment and construction equipment repairs comparable in size to the City of Milwaukee's fleet services.

This new position will oversee all the repair activities for approximately 4,100 City of Milwaukee vehicles. This will mean assuming responsibility for all administration of vehicle and equipment repairs ranging from fiscal management and budgeting to employee relations. The general nature of work and level of responsibility of this position is comparable to positions such as Urban Forestry District Manager (SG 011) and Bridge Maintenance Manager (SG 011). We therefore recommend classifying this position as Vehicle and Equipment Repairs Manager in Salary Grade 011.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	11	182
Knowledge & Skill	10	154
Relationships Responsibility	9	67
Working Conditions	3	<u>11</u>
<b>Total Points:</b>		<b>414</b>

Salary Grade 011 points: 405-465

**DEPARTMENT OF CITY DEVELOPMENT**

**Request:                   Housing Rehabilitation Inspector       PR 553**  
**Recommendation:       Housing Rehabilitation Inspector       PR 553**

This basic functions and requirements of this new position are as follows:

- 70%   Conduct field inspections for Neighborhood Improvement Program (NIP) clients and prepare scopes of work and cost estimate to correct code violations for assigned agencies.
- 10%   Provide technical support and assist in coordinating rehabilitation work at client properties.
- 10%   Monitor rehabilitation processes and provide periodic construction permit inspections.
- 5%    Complete all forms for property rehabilitation, reinspection and permit sign-off, and prepare reports and correspondence relation to job activity.

The position requires three years of inspection experience in enforcing building codes as well as State of Wisconsin Certification in one and two-family residential construction.

There are currently two Housing Rehabilitation Inspector positions that provide inspection services for NIP clients. The responsibilities and requirements of this new position are comparable to these existing positions. It is therefore recommended that this position be classified as Housing Rehabilitation Inspector in PR 553.

Prepared By: Timothy Keeley  
 Timothy Keeley, Human Resources Representative

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 Kimberly Nistler, Human Resources Representative

Sandra Wilson  
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Andrea Knickerbocker  
 Andrea Knickerbocker, Human Resources Manager

Reviewed By: Florence Dukes  
 Florence Dukes, DER Director

Attachment:   **Appendix A**

## SALARY AND POSITIONS ORDINANCE CHANGES

### In the Salary Ordinance:

Under Salary Grade 004, add the title "Employee Benefits Analyst."

Under Salary Grade 005, add the title "Employee Benefits Analyst-Senior."

Under Salary Grade 006, add the title "Parking Citation Review Manager."

Under Salary Grade 007, add the titles "Diversity Officer," "Human Resources Training Specialist," and "Labor Relations Representative."

Under Salary Grade 009, add the title "Community Relations Officer."

Under Salary Grade 011, add the title "Vehicle and Equipment Repairs Manager."

Under Pay Range 445, delete the footnote designation "6" after the title "Personnel Clerk" and delete footnote "6" in its entirety.

Under Pay Range 540, add the title "Tax Enforcement Specialist."

### In the Positions Ordinance:

Under City Treasurer, Administration Division, Administrative Services and Information Systems Support, delete one position of Administrative Services Coordinator and add one position of Program Assistant II.

Under City Attorney, Administrative Division, delete one position of Legal Office Assistant IV and add one position of Administrative Specialist-Senior.

Under Department of Employee Relations-Administration Division, Labor Relations Section, delete one position of Labor Relations Representative-Senior and add one position of Labor Relations Analyst-Senior. Delete the footnote (B) after the title Labor Relations Officer and delete footnote (B) in its entirety. Under Certification & Pay Services Section, delete one position of Office Assistant III.

Under Department of Employee Relations-Employee Benefits Division, delete one position of Unemployment Compensation Specialist, one position of Benefits Specialist and one position of Program Assistant I, and add one position of Employee Benefits Analyst-Senior, one position of Employee Benefits Analyst, and one position of Administrative Services Assistant. Under Worker's Compensation Section, delete one position of Program Assistant I and add one position of Administrative Services Assistant.

Under Department of Employee Relations-Operations Division, Staffing & Classification Section, add one position of Personnel Clerk. Delete the footnote (A) from the title of Employment Administrator and delete footnote (A) in its entirety. Under Outreach/Diversity/Research Section, delete one position of Public Relations Officer (X)(Y) and add one position of Community Relations Officer (X)(Y).

Appendix A  
 Department of  
 Employee Relations  
 Organizational Chart  
 2003

