



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

June 21, 2012

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

Dear Committee Members: Re: Common Council File Number 120257

The following classification and pay recommendations were approved by the City Service Commission on **June 19, 2012**.

In the Department of Public Works – Operations Division, one position of Recycling Specialist, PR 2HX was recommended for reclassification to Resource Recovery Program Manager, PR 2JX.

The job evaluation report covering the above positions, including the necessary Salary and Positions Ordinance amendments, is attached.

Sincerely,


Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: Job Evaluation Report
Fiscal Note

C: Mark Nicolini, James Carroll, Troy Hamblin, Nicole Fleck, Victoria Robertson, Ghassan Korban, Preston Cole, Dan Thomas, Wanda Booker and Rick Meyers

JOB EVALUATION REPORT

City Service Commission Meeting: June 19, 2012

Department: Public Works-Operations Division

Present	Request	Recommendation
Recycling Specialist PR 2HX \$53,519 - \$74,922 Incumbent: Rick Meyer	Resource Recovery Manager 2LX \$69,090 - \$96,722	Resource Recovery Program Manager 2JX \$60,809 - \$85,129
The level of responsibility associated with this job has increased with the continued expansion of resource recovery programs and the elimination of higher level management positions in the Operations Division of the Department of Public Works. The employee filling this position has become the City's expert in resource recovery and represents the City and Department of Public Works to outside organizations.		

Action Required

In the Salary Ordinance,

Under Pay Range 2JX, add the title "Resource Recovery Program Manager" with footnote 1 designation to read as "(1) The incumbents of positions in this class, if certified by the Commissioner of Public Works as being, when appropriate, regularly involved in snow and ice control operations which result in an excessive amount of overtime work, to receive 4.8% additional biweekly salary as compensation for such overtime work."

Under Pay Range 2HX, delete the title "Recycling Specialist (3)" and footnote 3 in its entirety.

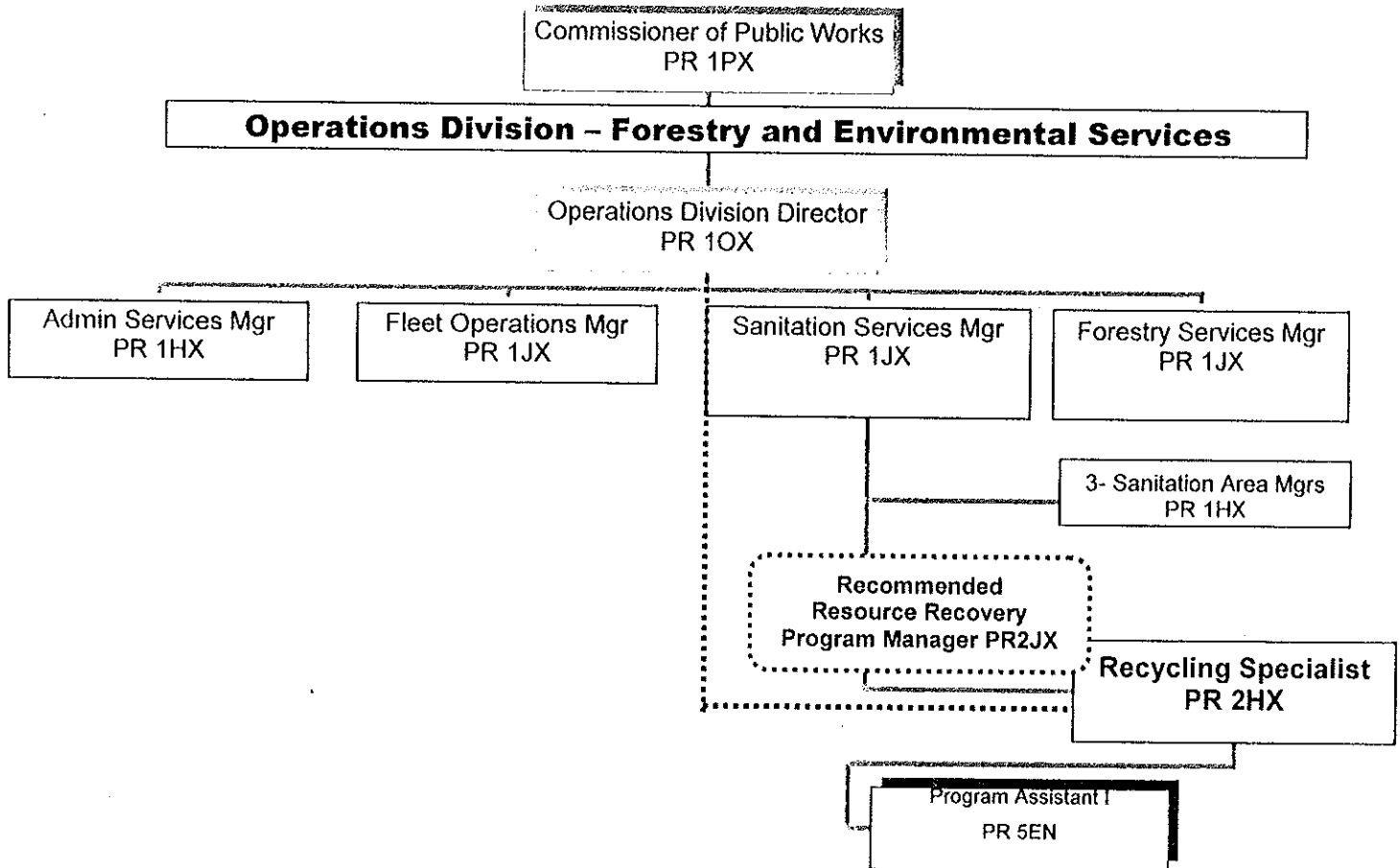
In the Positions Ordinance, under Department of Public Works-Operations Division, Sanitation Section, delete one position of "Recycling Specialist" and add one position of "Resource Recovery Program Manager".

Background

A request to study this position was received from Wanda Booker, Sanitation Services Manager, stating that the duties and responsibilities of the Recycling Specialist had undergone significant changes due to organizational changes that required the position to assume new and higher level responsibilities. Ms Booker also noted that eight years ago, prior to a departmental reorganization, the Division employed a Resource Recovery Manager that was allocated to the old Salary Grade 11 (now Pay Range 2LX).

In studying this request, written documentation in the form of a revised job description and completed job analysis questionnaire was reviewed and an interview was held with the employee performing the work. In addition, samples and examples of his work were examined and discussions were held with Wanda Booker, the employee's immediate supervisor and Preston Cole, Operations Division Director for environmental services and urban forestry. On May 23 of this year Ms. Booker also submitted a chart outlining the increased responsibilities of and revenue generated by the position under study.

**Organizational Structure
Department of Public Works**



Duties and Responsibilities

The Recycling Specialist reports to the to the Sanitation Services Manager who has responsibility for the following: all solid waste collection and disposal from residential households in the City; all resource recovery programs; enforcement of City ordinances related to garbage and other items; snow and ice control for City streets; Fall leaf collection and street and alley cleaning; and Project Clean and Green in the Spring of each year. In addition, the Recycling Specialist works closely with the Operations Division Director, Preston Cole, in matters regarding the environmental policy and planning and collaboration with other organizations. This is the meaning of the dotted line in the above organization chart.

The primary purpose of the Recycling Specialist is to manage and expand the City's residential resource recovery programs and provide expertise in resource recovery and waste reduction primarily to the Department of Public Works (DPW), other City departments and secondarily to outside agencies. This employee functions as an integral part of the Sanitation Division's leadership team which is composed of himself, three Sanitation Area Managers, and the Sanitation Services Manager. The leadership team meets weekly basis to coordinate work in progress, identify problems and areas of improvement, plan solutions, and plan improved services and new programs.

The budget for all resource recovery programs is approximately \$12 million per year which includes \$9 million for recycling and \$3 million for yard waste. In years prior to 2012 the Recycling Specialist secured a grant from the State of Wisconsin to offset the city's costs, which historically has been approximately \$3.5 million. From time to time this manager also secures grants for proposals from the Environmental Protection Agency ranging from \$20,000 to \$100,000. In addition, fines generated by compliance actions generated \$77.5K in 2011.

Major areas of responsibility associated with this position are as follows:

- Management of resource recovery programs for a variety of materials at curbside and Self-Help Centers
- Management of recycling grants, contracts, and ordinances
- Management of outreach and education initiatives
- Provision of expertise in resource recovery and waste reduction to DPW and other city departments
- Representing the City of Milwaukee to outside agencies regarding resource recovery and waste reduction
- Snow and ice control

Resource Recovery Programs

Residential recycling (<http://milwaukeecycles.com>) is the most visible work associated with this position. The City collects recyclables from one two and three-family dwellings at curbside and accepts an expanding list of recyclables from residents at three Self-Help Centers. In 2010 electronics were accepted at Self Help Centers, generating \$66,000 of revenue in 2011. Used shingles that began to be accepted in 2010 were converted to hot-mix asphalt, saving the City \$26,000. Within the last 12 months DPW began single-stream recycling in which all recyclables are placed in the same receptacle. All together, the City's recycling program generated \$2M in revenue from all sources—household recyclables, electronic scrap, auto batteries, used motor oil, scrap metal, and scrap bulky plastics—in 2011.

To successfully carry out these programs, the Recycling Specialist works closely with the management team to plan and carry out greater efficiencies and new programs and respond to customer needs. The employee performing the job also analyzes waste stream composition, collection methods, and other aspects of recycling, produces written reports, and coordinates staff and equipment for special events

Recycling Grants, Contracts, and Ordinances

Duties associated with this area include:

- Establishing and maintaining contracts and other agreements needed to market recyclable materials
- Overseeing the financial and performance aspect of contracts, resolving issues as needed and ensuring service fulfillment
- Coordinating an annual application for state recycling grants to with other responsible units and shepherding the grant through the approval process with city government
- Managing data and the reports needed to required by state and other grants
- Writing and submitting ordinances and resolutions to implement resource recovery programs

Recycling Outreach and Education

Duties associated with outreach and education includes the following:

- Supervising a Program Assistant
- Supervising the development of public information tools and campaigns
- Partnering with local community organizations, schools, and private recycling companies to provide increased awareness and recycling participation
- Collaborating with state agencies, recycling organizations, and other municipalities on joint public information campaigns
- Informing field personnel in the Sanitation Division and DPW of recycling issues and changes in programs
- Facilitating waste reduction and recycling education through the Milwaukee Environmental Education Resource and Tour Center
- Writing press releases and articles
- Serving as spokesperson to the media regarding resource recovery and waste reduction

The most prominent education and outreach program associated with resource recovery is called *Recycling for Good*. Targeting neighborhoods with the lowest recycling participation rates, *Recycling for Good* created advertising and educational pieces based upon social research identifying the best ways to educate residents and motivate them to recycle. As a result, recycling in the targeted area increased by 30% and recycling for the entire City increased 7.4% during the months of April through November when regular recycling pickups were scheduled. In addition, requests for recycling service submitted to the City's call center dropped a startling 96% compared with the same period in the previous year.

Future plans for residential recycling include the expansion of Self-Help Centers and the introduction of single-stream recycling allowing residents to place all recyclable products into one bin.

Planning and Research

Duties within this area include the following:

- Reviewing current solid waste reduction and recycling trends, research, and procedures
- Identifying best practices and informing and advising the department's leadership team of such
- Participating in strategic planning regarding programs, policies, facilities, and equipment
- Advising the city's Procurement Services Division on contracts for recycling materials generated by City departments

Public Relations

The employee in this position performs the following duties which fall under the area of the broad area of public relations and advocacy.

- Representing the Sanitation Division before the Common Council and the City of Milwaukee before the State Legislature on issues related to resource recovery
- Informing and advising the Intergovernmental Relations Division on legislative matters related to resource recovery

Snow and Ice Control

The Recycling Specialist coordinates salting and plowing operations and supervises personnel performing this work on a rotating basis with other managers. This requires him to be on call on a 24/7 basis for ten weeks of the year and drive a city vehicle in adverse weather conditions.

Knowledge, Skills, Abilities, and Attributes (KSAs)

The job analysis conducted for this report indicated the following as the most notable knowledge, skills, abilities and attributes required for successful job performance:

- Knowledge of the laws and regulations related to recycling, resource recovery, and waste prevention
- Knowledge of the science regarding waste and recycling
- Extensive knowledge of current developments and trends in resource recovery and solid waste management, including systems and protocols for recycling, waste reduction, and resource recovery
- Ability to supervise an employee and coordinate the work of many employees.
- Knowledge of data accumulation, tracking, and reporting methods
- Skill in researching and resolving complex problems requiring technical knowledge of waste reduction, materials (including hazardous materials), and economic models
- Knowledge of governmental processes
- Ability to develop and maintain effective and appropriate working relationships with co-workers, elected officials, the public, vendors, media contacts, representatives of other agencies
- Ability to speak confidently and knowledgeably in public and to the media
- Ability to effectively represent the City at a variety of community events and activities and develop relationships with community members
- Ability to plan, coordinate, and implement marketing and public education and outreach programs
- Ability to negotiate and manage contracts with vendors and contractors
- Ability to think analytically and apply sound judgment, solve problems, make effective decisions, and act with integrity
- Ability to explain complex policies and processes in simple terms
- Ability to prepare clear and concise reports and documents

It should be noted that these KSAs are the results of the analysis done for purposes of compensation and have not been assessed for purposes of staffing.

When the most recent requirements for this position were established in 2005, the minimum requirements for the position were a bachelor's degree in public administration, environmental science or a related field and three years of experience performing duties involving recycling, resource recovery, and waste reduction. Due to the expansion of the position's responsibilities in public relations, contract administration, and the addition of different recycling programs, the minimum requirements for the job would likely be at a higher level if recruitment for the job was held today.

Analysis

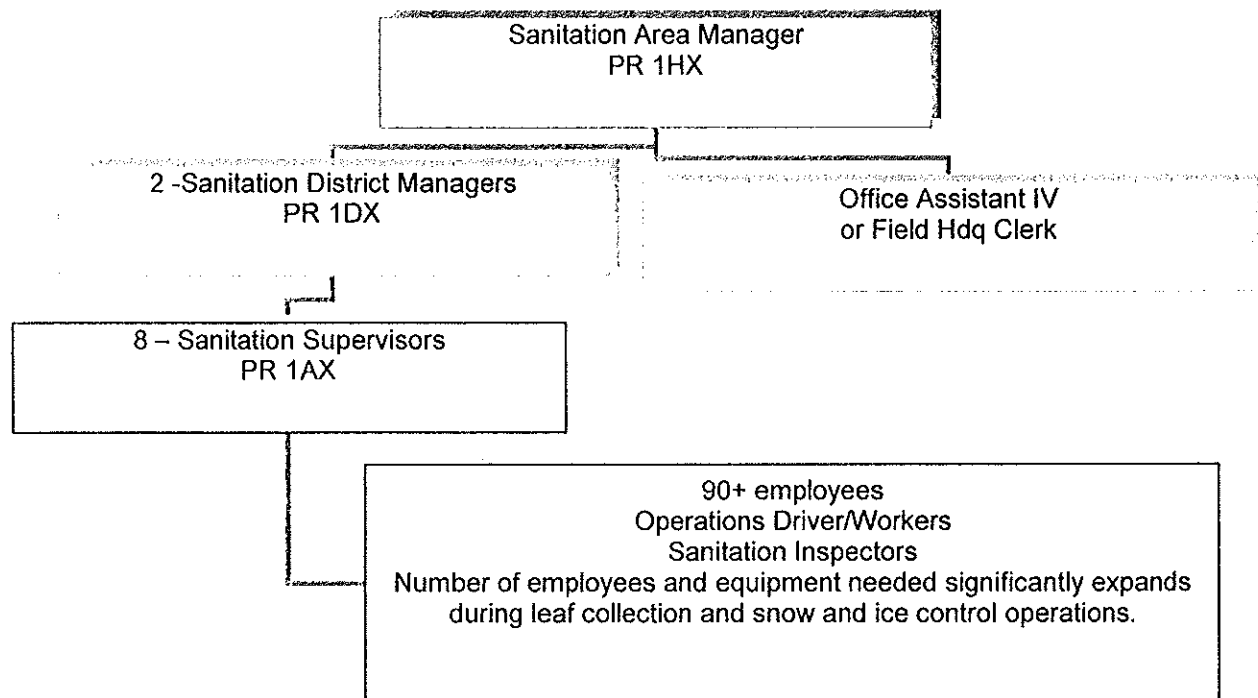
The Department of Public Works has employed an individual for some time to manage its resource recovery programs. The position was established in 1982 with the title of Resource Recovery in Pay Range 117 on a pilot basis for two years to evaluate landfill alternatives and manage the redevelopment of solid waste resource recovery. Several years later the position was reassigned to Salary Grade 09, which was the equivalent of Pay Range 117. In 1989 the position expanded in scope and added staff and as a result was reclassified to Salary Grade 11. At that time, the Resource Recovery Manager supervised two professionals and a Graduate Intern and chaired the Citizen Advisor Task Force on Solid Waste. Some six years ago the organizational structure in the Sanitation Division changed again and the Department of Public Works requested that the position being studied be reclassified to a Recycling Specialist in Salary Grade 07, where it remains today. The rationale for that request was that the position, which was vacant at the time, would be filled by an employee who would be working under the direction of the former Resource Recovery Manager who had been promoted to a Sanitation Services Manager in Salary Grade 13.

Due to a number of changes, including the retirement of the former Resource Recovery Manager and the elimination of a number of high-level management positions in the Operations Division, the Recycling Specialist has had full responsibility for managing the City's resource recovery programs for some time. The employee filling the job functions as an integral member of the Division's leadership team and is the recognized authority and source of information for DPW in matters related to recycling and resource recovery. In addition, the employee filling the position represents the City of Milwaukee in matters regarding resource recovery and recycling job represents the City of Milwaukee on the State's Legislative Council's Special Committee on Single Use Plastics, the Recycling Task force created by the Milwaukee Common Council to study the fiscal and operational impacts of a conversion to single-stream recycling, and the Governor's Task Force on Waste Materials Recovery and Disposal. In addition, Mr. Meyers serves as the chairman for the Wisconsin Council on Recycling, a citizen's group appointed by the Governor to advise the Governor, Legislature and state agencies on solid waste reduction, recycling, and resource recovery. <http://dnr.wi.gov/org/aw/wm/recycle/council/>.

The job analysis indicates that the level of responsibility exercised, knowledge and skill required, and performance expectations of the employee filling the job have increased significantly. It is therefore appropriate to reexamine the position for proper pay level and job title. The department has requested that the pay level for this job be "restored" to Salary Grade 11 which would equate the position under study with that of a Sanitation Area Manager.

The Department of Public Works employs three Sanitation Area Managers, each of whom has responsibility for all regular and emergency work performed by the Sanitation Division in one-third of the city with a workforce of 90 employees. The following chart provides an illustration of the extent of personnel typically supervised by a Sanitation Area Manager.

Organization of a Typical Sanitation Area

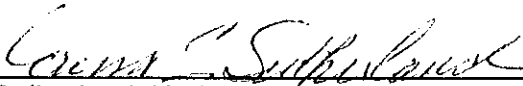


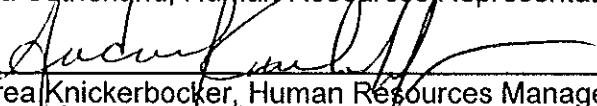
Regular operations conducted in each Sanitation Area include garbage and recycling collection, street sweeping, leaf collection, neighborhood cleanups, special event support and cleanup, and snow plowing/salting city streets. Each Area Manager participates in long and short-range planning for all of the Division's goals and objectives, including operations, policies, and personnel; coordinates day-to-day work, and directly supervises two District Area Managers. Human resources and employee relations are also an important component of the job. These Managers direct emergency operations to maintain city streets during snowstorms, ice storms, floods, and windstorms many times working long and irregular hours in very adverse weather conditions.

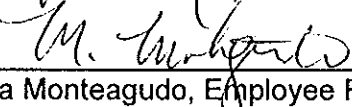
Although the level of responsibility and level of knowledge and skill has of the Recycling Specialist has increased due to factors discussed above, in our opinion the overall level of responsibility exercised does not rise to that of a Sanitation Area Manager in Pay Range 1HX who is responsible for a workforce of 90 employees on a regular basis and who has significantly more personnel and equipment during leaf collection and snow and ice control operations. Considering the changes that have occurred in the job under consideration we do, however, think that it is appropriate to recommend raising the pay level for this job to an intermediate level between Sanitation District Manager in Pay Range 1DX and Sanitation Area Manager in Pay Range 1HX.

Recommendation

With the expanded recycling programs and the added responsibility for representing the City in matters related to resource recovery, it is our assessment that the level of responsibility associated with this job as well as the degree of knowledge and skill required have increased significantly. Therefore, we recommend that the position of Recycling Specialist, Pay Range 2HX, be reclassified to Resource Recovery Program Manager, Pay Range 2JX.

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director