



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Renee Joos
Employee Benefits Director

Nicole M. Fleck
Labor Negotiator

July 21, 2017

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

Dear Committee Members: Re: Common Council File Number **170535**

The following classification and pay recommendations were approved by the City Service Commission on **July 11, 2017**.

In the Health Department, a new recruitment rate was recommended for one position of Family and Community Health Operations Manager in Pay Range 1FX.

In DPW-Water Works, classification and pay recommendations were made for several positions in the Plant Automation Section.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:st

Attachments: 2 Job Evaluation Reports
Fiscal Note

C: Bevan Baker, Sandra Rotar, Tasha Jenkins, Tiffany Barta, Lori Hoffman, Ghassan Korban, Jennifer Gonda, Mark Scheller, Dan Thomas, Daniel Welk, Dawn Crowbridge, Grace Gates, Shannon Goodwin, Mark Nicolini, Dennis Yaccarino, Bill Christianson, Molly King, John Ledvina, Nicole Fleck, and Ken Wischer.



Job Evaluation Report

City Service Commission Meeting: July 11, 2017

Health

Title	Current	Recommended
Family and Community Health Operations Manager	PR 1FX (\$62,338 - \$87,270)	PR 1FX (\$62,338 - \$87,270) Recruitment at \$69,381

Action Required – Effective Pay Period 1, 2017 (January 1, 2017)

In the Salary Ordinance, under Pay Range 1FX, add the footnote designation “(5)” to the title “Family and Community Health Operations Manager” with the footnote to read as follows: “(5) Recruitment is at \$2,668.51 (\$69,381.26).”

Background

The Milwaukee Health Department (MHD) had previously requested that the Department of Employee Relations (DER) study the compensation levels of positions that supervise or serve as a leadworker to employees in positions in the Public Health Nurse and/or Environmental Health Specialist Career Ladders. Recent strategies implemented to increase the department’s ability to recruit and retain highly qualified employees had resulted in compressed pay structures in relation to supervisors and leadworkers. The Department had requested that the pay for these positions be restructured to ensure the ability to incentivize internal candidates to apply for these leadership positions and to establish competitive rates within the relevant labor markets and retain highly qualified supervisors and leadworkers.

A report dated May 9, 2017 was submitted and approved that recommended a number of changes to help with the compressed pay structures. The department has now indicated that one position, Family and Community Health Operations Manager, was inadvertently not included and has requested the creation of a new recruitment rate for this position.

Duties and Responsibilities

The Family and Community Health Operations Manager helps to develop, implement, manage and evaluate evidence-based programs for the Family and Community Health Division of the MHD. There are several programs within this Division including home visiting services to at-risk families, the Women, Infant and Children (WIC) nutrition program, the Community Healthcare Access program, the Medical Assistance Outreach program, the Men’s Health program and the Adolescent Community Health program. Duties and responsibilities include overseeing specific program areas and working to streamline and improve across-the-board internal processes; working closely with other leadership positions within the Department; forging partnerships within the Milwaukee community and may represent the MHD in area coalitions and networks. This position supervises several management positions including Public Health Nurse Supervisors.

Analysis

As indicated in the earlier report the Public Health Nurse Career Ladder was implemented Pay Period 1, 2016 (December 20, 2015). An employee’s compensation and the ability to advance through the career ladder pay ranges are based upon attaining and maintaining performance standards and related credentials. In creating the career ladder, the pay ranges were increased based upon market cost of labor comparisons. Since the pay structure of the corresponding supervisory positions were not adjusted accordingly, pay compression existed between the pay rates for employees and pay rates for their supervisors and/or leadworkers. This situation created a disincentive for employees to consider promotion to these positions thereby affecting the department’s ability to recruit and retain supervisors and leadworkers.

The report dated May 9, 2017 included labor market data which indicated the pay rates for the majority of the Health Department supervisory positions that are responsible for supervising nurses appeared to be low. Based upon the difficulty in recruitment for these positions combined with the expectation of future vacancies, market costs of labor comparisons, and pay compression with employees the report recommended restructuring the pay for several classifications including Public Health Nurse Supervisor as shown below.

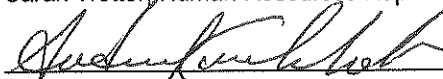
Title	Previous	Approved
Public Health Nurse Supervisor Two Positions	PR 1DX (\$54,865 - \$76,806)	PR 1EX (\$58,462 - \$81,844) Recruitment at \$68,021

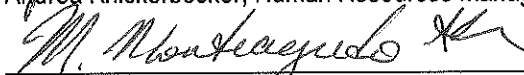
As the position of Family and Community Health Operations Manager supervises the Public Health Nurse Supervisor positions a new recruitment rate of \$69,381 is recommended to provide a differential between the two classifications.

Recommendation

It is therefore recommended that a new recruitment rate of \$69,381 be created for the classification of Family and Community Health Operations Manager in Pay Range 1FX (\$62,338 - \$87,270).

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 Services Commission Meeting: July 11, 2017

Department of Public Works-Water Works

Current	Recommended
Water Plant Automation Manager PR 1FX (\$62,338 - \$87,270) One Position	Water Plant Automation Manager PR 1HX (\$70,827 - \$99,154) Recruitment at \$83,481 One Position
Automated Systems Supervisor PR 1DX (\$54,865 - \$76,806) One Position	Water Plant Automation Supervisor PR 1FX (\$62,338 - \$87,270) Recruitment at \$66,324 One Position
Automated Systems Specialist PR 2GN (\$51,469 - \$72,063) Recruitment at \$56,767 Four Positions	Water Plant Automation Controls Engineer PR 2IN (\$58,462 - \$81,844) Recruitment at \$63,131 Career Ladder with Recruitment Flexibility Four Positions
Water Plant Instrumentation Specialist PR 3KN (\$47,779 - \$54,669) Two Positions	Water Plant Automation Technician PR 3MN (\$48,173 - \$61,023) Career Ladder with Recruitment Flexibility Two Positions
Program Assistant II PR 5FN (\$40,516 - \$48,248) Recruitment at \$42,539 Two Positions	Water Plant Maintenance Assistant PR 5IN (\$46,347 - \$54,669) Recruitment at \$47,779 Career Ladder Two Positions

Background

The Department of Public Works has requested the creation of career ladders for engineering, technical and water plant operation positions. This report is the first of several that will propose to restructure classifications and pay ranges, and create career ladders to enable pay progression based upon performance and credentials. Recommendations on rates of pay will be based in part on an assessment of the cost of labor within southeastern Wisconsin as well as an analysis of pay for comparable positions in City government. These recommendations also include the supervisory positions within the Automation Section. The department has provided new job descriptions for each of the positions.

To assist the department in recruiting for the positions, these reports will recommend structured recruitment flexibility of appointment rates with the Department of Employee Relations (DER) approval. This recruitment flexibility is consistent with practices in place for nurses, librarians, laboratory positions, property appraisers, and automotive mechanics.

The recommendations in this particular report focus on the Water Works-Plant Automation Section and include supervisory personnel. The Plant Automation Section operates and maintains the information technology systems (SCADA systems) that control and automate the water treatment plants, water distribution delivery systems and wholesale metering. For context SCADA is an acronym for Supervisory Control and Data Acquisition. SCADA generally refers to an industrial computer system that monitors and controls a process. The SCADA systems monitor and control the entire water treatment, pumping, and distribution systems.

A concern for the Water Works has been the ability to recruit and retain employees that work with these SCADA systems including the following classifications:

- Water Plant Automation Manager One Position
- Automated Systems Supervisor One Position
- Automated Systems Specialist Four Positions
- Water Plant Instrumentation Specialist Two Positions
- Program Assistant II Two Positions

One of the four Automated Systems Specialists is currently vacant and an additional vacancy is anticipated by the end of 2017 due to a retirement. An analysis conducted by Staffing Manager Kristin Urban indicates that the last recruitment for Automated Systems Specialist in 2016 received interest from seven or fewer qualified candidates.

When the Water Works has a vacancy in one of these positions, or if additional project work is required, the department hires external contractors. The department's ability to fill these critical positions is a high priority given the very high costs for contractors as listed below:

- Donohue & Associates – Controls Engineer - \$165/hour
- Rockwell Automation – Control Engineering and Software - \$210/hour.
- Hipskind – Virtual Hardware and Software - \$200/hour
- Strategem – Database Administration - \$136/hour

There is also a current vacancy for Water Plant Instrumentation Specialist and the department has indicated difficulty in recruiting qualified candidates either from within City government or from related eligible lists. Because of the difficulty the Water Works has experienced in recruiting for this technical position, the department has requested a study.

Considering the issues the department has experienced in recruiting and retaining employees in these technical positions as well as the costs of external contractors this report recommends reallocating one position of Water Plant Automation Manager and restructuring the pay ranges for all the other positions in the Water Automation Section with more competitive market rates of pay.

Cost of Labor Comparisons

In conducting a market cost of labor analysis for these positions, staff considered the rates of pay for similar engineering and technical positions in southeastern Wisconsin as well as data from the Economic Research Institute (ERI), a salary survey service to which DER subscribes. The following charts show related cost of labor data in Southeastern Wisconsin from ERI.

Economic Research Institute Market Data 2017
Southeastern Wisconsin

Title	Min 25%	Max 25%	Min Mean	Max Mean	Min 75%	Max 75%
Management Engineering Supervisor	\$83,840	\$99,874	\$88,450	\$105,970	\$92,965	\$112,004
Electrical Engineer	\$58,933	\$83,229	\$64,638	\$91,554	\$70,282	\$99,880
Manager Water Treatment Plant	\$64,338	\$81,867	\$70,586	\$89,930	\$76,777	\$98,004
Controls Systems Engineer	\$53,137	\$71,736	\$58,177	\$78,858	\$63,131	\$85,966
Automation Engineer	\$51,265	\$67,950	\$56,087	\$74,660	\$60,813	\$81,345
Controls Engineer/Designer	\$45,433	\$60,800	\$49,477	\$66,759	\$53,634	\$72,614
Instrument Technician	\$47,145	\$59,964	\$51,261	\$65,484	\$55,206	\$70,811
Electrical Engineering Technician	\$43,135	\$56,536	\$46,292	\$61,062	\$49,150	\$65,228
Instrument Mechanic	\$40,529	\$53,718	\$43,975	\$58,479	\$47,092	\$63,028
Electronic Equipment Repairer	\$39,317	\$51,160	\$42,681	\$55,652	\$45,689	\$59,928
Controls Technician	\$37,242	\$48,192	\$40,350	\$52,438	\$43,098	\$56,506

In addition, salary survey data provided by the American Water Works Association indicates the pay rates for a SCADA Systems Manager are at \$79,624 to \$108,389 annually.

From a compensation perspective, when determining the appropriate pay rates for a position the analysis must take into consideration both external market costs of labor as well as internal comparisons to positions with comparable levels of responsibility and scope of work. Recommendations that take into consideration internal and external comparisons are discussed in the following Analysis and Recommendations section.

A final component of the recommendations on rates of pay is the creation of recruitment flexibility incorporated into the career ladders for the proposed titles of Water Plant Automation Controls Engineer, Water Plant Automation Technician, and Water Plant Maintenance Assistant. With Employee Relations approval, this recruitment flexibility would allow candidates with specific job related credentials to be hired above the minimum of the pay range. This process would allow the department to recruit more qualified candidates while at the same time ensuring equity in pay with current employees.

Analysis and Recommendations

Current	Water Plant Automation Manager	PR 1FX (\$62,338 - \$87,270)	One Position
Recommended	Water Plant Automation Manager	PR 1HX (\$70,827 - \$99,154) Recruitment at \$83,481	One Position

The Water Plant Automation Manager directs all activities of the Plant Automation Section under the direction of the Water Plants Manager. The Plant Automation Unit operates and maintains the critical information technology systems that control and automate the water treatment plants, water distribution delivery system and wholesale metering. These systems include the

- Supervisory Control and Data Acquisition (SCADA) which controls plant processes and booster stations and stores monitoring and regulatory data
- Computerized Maintenance Management Systems (CMMS) which is used for preventative and demand maintenance on all plant pumping equipment
- Plants security system software and controls (card readers, cameras, etc.)
- Instrumentation infrastructure in the plants, distribution and wholesale metering areas

Minimum requirements include a Bachelor's degree in Electrical Engineering, Information Management, Computer Science, Business Administration or related field and five years of progressively responsible related experience.

The department has indicated that the scope of responsibility and level of work for this position has increased over time. Specifically, the Water Plant Automation Manager has taken on responsibility for managing external projects and contractors that regularly work on systems within the water treatment plants, distribution delivery system and wholesale metering. The position has also taken on the responsibility and oversight for the work that is performed by the Automation Technicians. Previously, these oversight responsibilities were provided by the Electrical Services Supervisor II in Pay Range 1GX (\$66,435-\$93,010).

A review of the market survey data also shows that the pay range for this position is low when compared to positions with similar levels of responsibility. With the minimum requirements of an Electrical Engineer and five years of progressively responsible experience, the rates of pay for comparable Management Engineer Supervisor positions in southeastern Wisconsin (\$92,965 to \$112,004) are well above the current pay range (PR 1FX (\$62,338 - \$87,270). Salary survey data provided by the American Water Works Association indicates the pay rates for a SCADA Systems Manager are at \$79,624 to \$108,389 annually.

Within City government, the work now performed by this classification in terms of managing the work of a technical operation compares in level of responsibility to an Electrical Services Manager-Senior in Pay Range 1HX (\$70,827-\$99,154).

Based upon this analysis, the recommendation is to reallocate the Water Plant Automation Manager from Pay Range 1FX (\$62,338 - \$87,270) to Pay Range 1HX (\$70,827-\$99,154) with a minimum recruitment rate of \$83,481 to provide a differential in the rates of pay for the Water Plant Automation Controls Engineer discussed later in this report.

Current	Automated Systems Supervisor	PR 1DX (\$54,865 - \$76,806)	One Position
Recommended	Water Plant Automation Supervisor	PR 1FX (\$62,338-\$87,270) Recruitment at \$66,324	One Position

The Automated Systems Supervisor manages the infrastructure of the physical servers, virtual server environment, network switches, database connectivity, and control systems on the Supervisory Control and Data Acquisition (SCADA) system; provides knowledge and understanding of all different aspects of the SCADA environment and control systems; maintains the disaster recovery system, integration and testing of SCADA and security systems; and maintains the Computerized Maintenance Management System Servers. The position also provides project management for work performed by external consultants as well as the Water Plant Automation Controls Engineer discussed below.

Minimum requirements include a Bachelor's Degree in Information Management, Computer Science, Business Administration, Electrical Engineering, or related field and three years of related experience.

Within City government, the work performed by this classification in terms of managing the SCADA IT infrastructure as well as providing IT/engineering project management compares in level of responsibility to the Water Information Technology Supervisor in Pay Range 1FX (\$62,338-\$87,270).

Based upon this analysis, the recommendation is to retitle the position to Water Plant Automation Supervisor and to restructure the Pay Range to 1FX (\$62,338-\$87,270) with a minimum recruitment of \$66,3234 to provide a differential in the minimum rate of pay for the Water Plant Automation Controls Engineer discussed below.

Current	Automated Systems Specialist	PR 2GN (\$51,469- \$72,063) Recruitment at \$56,767	Four Positions
Recommended	Water Plant Automation Controls Engineer	PR 2IN (\$58,462 - \$81,844) Recruitment at \$63,131 Career Ladder with Recruitment Matrix	Four Positions

The Automated Systems Specialist researches, designs, programs, maintains, troubleshoots, repairs, and modifies all automated systems in the Water Works. This includes operator interface computers to Ethernet networking using communications (TCP/IP-CIP, radio, serial, and telephone modem) and automation controllers (PLC, PAC) to field devices and instruments. The position maintains records of the automation system including programs input/output lists and instrument ranges for all systems in the Water Works; is expected to keep up to date with the constantly changing software and hardware associated with the automated systems; is responsible for implementing data collection to online database systems from which is created reports and graphs as needed by Water Works operations and engineering to plan water production, distribution, and quality; directs skilled trades and contractors making changes to equipment and systems that are controlled by the automated systems in the Water Works; and assists in training the operations and maintenance staff in the proper use of the automated systems.

Minimum requirements include a Bachelor's Degree in Electrical Engineering with an emphasis on control systems or related coursework and two years of related experience.

As noted previously, one of the positions is currently vacant and an additional vacancy is anticipated by the end of 2017 due to a retirement. An analysis conducted by Staffing Manager Kristin Urban indicated that for the last selection process in 2016 the City of Milwaukee received interest from seven or fewer qualified candidates.

A review of the market survey data also shows that the pay range for this position is low when compared to positions with comparable levels of responsibility. Below is the related cost of labor salary data drawn from ERI:

Economic Research Institute Market Data 2017
 Southeastern Wisconsin

Title	Min 25%	Max 25%	Min Mean	Max Mean	Min 75%	Max 75%
Electrical Engineer	\$58,933	\$83,229	\$64,638	\$91,554	\$70,282	\$99,880
Controls Systems Engineer	\$53,137	\$71,736	\$58,177	\$78,858	\$63,131	\$85,966
Automation Engineer	\$51,265	\$67,950	\$56,087	\$74,660	\$60,813	\$81,345
Controls Engineer/Designer	\$45,433	\$60,800	\$49,477	\$66,759	\$53,634	\$72,614

The current pay rates for this position in Pay Range 2GN (\$56,767 - \$72,063) equates roughly to the mean rates of pay for an Automation Engineer in Southeastern Wisconsin. Within City government, the work now performed by this classification is comparable to that performed by Electrical Engineers. Current pay rates for these positions are listed below:

Title	PR	Minimum	Recruitment Rate	Maximum
Electrical Engineer III	2IN	\$58,462	\$66,324	\$81,844
Electrical Engineer II	2GN	\$51,469	\$58,373	\$72,063

Based upon the difficulty experienced in recruiting, the cost of labor for these positions, and the comparability of this position to an Electrical Engineer in level of responsibility and nature of work, the recommendation is to restructure the pay for this position from Pay Range 2GN (\$56,767 - \$72,063) to Pay Range 2IN (\$58,462 - \$81,844) with recruitment at \$63,131. Also recommended is structured recruitment flexibility at any rate in the pay range with DER's approval. This recruitment flexibility would be tied to specific job related experience and credentials.

Pay progression would be according to a career ladder structure tied to an annual assessment of employee performance and competencies; documented knowledge of SCADA software applications, communications protocols, and programming languages; an ability to configure new and replacement hardware; and completion of continuing education coursework.

The proposed pay progression increments, tied to performance, credentials and coursework, are listed below:

Water Plant Automation Controls Engineer
 Pay Range 2IN

\$30.35	\$31.85	\$33.35	\$34.85	\$36.35	\$37.85	\$39.35
\$2,428.12	\$2,548.08	\$2,668.03	\$2,787.99	\$2,907.95	\$3,027.90	\$3,147.86
\$63,131.12	\$66,250.08	\$69,368.78	\$72,487.74	\$75,606.70	\$78,725.40	\$81,844.36

Current	Water Plant Instrumentation Specialist	PR 3KN (\$47,779 - \$54,669)	Two Positions
Recommended	Water Plant Automation Technician	PR 3MN (\$48,173 - \$61,023) Career Ladder with Recruitment Matrix	Two Positions

The Water Plant Instrumentation Specialist installs, repairs, services and calibrates process control equipment and instrumentation in the Water Works Plants Section. Duties and responsibilities include performing and documenting maintenance calibrations; installation, fault diagnosis and repair of electronic, electrical, mechanical and pneumatic instruments and systems; and configuration and fault diagnosis on pneumatic and analog instruments, automated control systems, computer workstations, and HMI (Human Machine Interface) display. The position also tests the accuracy of flowmeters, pressure gauges, temperature indicators, controllers, and other instruments to locate defective components in the system; works with the Water Plant Automation Controls Engineer on automated systems projects; and assists with the installation of new instruments and in building automated systems.

Minimum requirements include an Associate's Degree in Electronics Technology and experience in diagnosing and repairing process control equipment.

As indicated previously, there is a current vacancy for Water Plant Instrumentation Specialist and the department has indicated ongoing difficulty in recruiting qualified candidates from either inside City government or from related eligible lists. This difficulty in recruiting has led the department to request a review of the cost of labor for related positions. A review of the market survey data shows that the pay range for this position is low when compared to positions with comparable levels of responsibility. Below is the related cost of labor salary data drawn from ERI:

Economic Research Institute Market Data 2017
Southeastern Wisconsin

Title	Min 25%	Max 25%	Min Mean	Max Mean	Min 75%	Max 75%
Instrument Technician	\$47,145	\$59,964	\$51,261	\$65,484	\$55,206	\$70,811
Electrical Engineering Technician	\$43,135	\$56,536	\$46,292	\$61,062	\$49,150	\$65,228
Instrument Mechanic	\$40,529	\$53,718	\$43,975	\$58,479	\$47,092	\$63,028
Electronic Equipment Repairer	\$39,317	\$51,160	\$42,681	\$55,652	\$45,689	\$59,928
Controls Technician	\$37,242	\$48,192	\$40,350	\$52,438	\$43,098	\$56,506

The current pay rates for this position in Pay Range 3KN (\$47,779 - \$54,669) equates roughly to the mean rates of pay for an Electronic Equipment Repairer in Southeastern Wisconsin. Within City government, the work performed by this classification is comparable to that of the Electronic Technicians in the Police Department in Pay Range 3MN (\$52,951-\$61,023)

Based upon the difficulty experienced in recruiting, the cost of labor for these positions, and the comparability of this position to Electronic Technician the recommendation is to restructure the pay for this position from Pay Range 3KN (\$47,779 - \$54,669) to Pay Range 3MN (\$48,173 - \$61,023). Also recommended is structured recruitment flexibility at any rate in the pay range with DER's approval. The recruitment flexibility would be tied to specific job related experience and credentials. Recruitment flexibility is currently in place for the comparable position of Electronic Technician in the Police Department.

Pay progression would be according to a career ladder structure tied to an annual assessment of employee performance and competencies, documented job-related technical knowledge, as well as completion of continuing education coursework.

The proposed pay progression increments, tied to performance, credentials and coursework, are listed below:

Water Plant Automation Technician
Pay Range 3MN

\$23.16	\$24.70	\$26.25	\$27.79	\$29.34
\$1,852.80	\$1,976.36	\$2,099.93	\$2,223.49	\$2,347.05
\$48,172.80	\$51,385.36	\$54,598.18	\$57,810.74	\$61,023.30

Current	Program Assistant II	PR 5FN (\$40,516 - \$48,248) Recruitment at \$42,539	Two Positions
Recommended	Water Plant Maintenance Assistant	PR 5IN (\$46,347 - \$54,669) Recruitment at \$47,779 Career Ladder	Two Positions

This position works with the Water Works Computerized Maintenance Management System (CMMS) and creates custom reports to provide information on equipment maintenance history, costs, labor hours, and employee time reports; creates reports to identify work order data and work flow information for the water treatment plants; provides customized reports on equipment that includes pumps, motors, and valves, as well as analytical, electrical and mechanical equipment; reports and analyzes data for supervisors; creates and modifies preventative maintenance schedules for all equipment in the water treatment plants. Minimum requirements include four years of progressive responsible clerical support work with advanced experience and understanding of Microsoft Excel and Word. Experience with relational databases and experience in an equipment related maintenance environment is preferred.

Duties and responsibilities include

- Utilize CMMS to create a preventative maintenance strategy for equipment at the water treatment plants. This includes designing custom reports/graphs/charts including employee and supervisory work orders/work flow that set up, track, and modify equipment entries, tasks, schedules, vendors and inventory requirements.
- Validate details provided by maintenance staff
- Order, receive, deliver and perform duties related to materials in the CMMS inventory.
- Investigate and analyze records of work performed on pieces of equipment; review data to ensure that tasks are scheduled at appropriate intervals; make recommendations for modifications to tasks and schedules; analyze historical data on costs of labor and parts for preventative and breakdown maintenance; and prepare recommendation reports for equipment replacement schedules.
- Utilize knowledge of equipment maintenance in order to analyze data to verify that the work to be done on equipment at each maintenance interval is appropriate, contributing to lengthening the equipment life and reducing the need for 'breakdown' maintenance.

Within City government, the work performed by this classification is comparable to that of a Program Assistant III and Human Resources Assistant in Pay Range 5IN (\$47,779-\$54,669). Positions at this paraprofessional level perform a variety of duties and responsibilities to support a significantly complex program or area of operations within a city department. In addition to requiring the equivalent knowledge and skill obtained with a Bachelor's degree, these positions require in-depth knowledge of a technical and/or administrative process.

Based upon the comparability of this position to other paraprofessional positions at the level of a Program Assistant III, the recommendation is to restructure the pay for this position from Pay Range 5FN (\$42,539 - \$48,248) to Pay Range 5IN (\$46,347 - \$54,669) with recruitment at \$47,779.

Pay progression would be according to a career ladder structure tied to an annual assessment of employee performance and competencies, increasing levels of job responsibility and technical knowledge, as well as completion of continuing education coursework.

The proposed pay progression increments, tied to performance, competencies, level of responsibility and coursework, are listed below:

Water Plant Maintenance Assistant
Pay Range 5IN

22.97	23.63	24.30	24.96	25.62	26.28
1,837.65	1,890.65	1,943.65	1,996.65	2,049.65	2,102.65
47,778.90	49,156.90	50,534.90	51,912.90	53,290.90	54,668.90

Career Ladder Implementation Process

With the approval of a Career Ladder for Water Plant Automation Controls Engineer, Water Plant Automation Technician, and Water Plant Maintenance Assistant, employees will be placed into the appropriate step effective with the implementation date of this report.

A performance assessment will be done on an annual basis for each employee including a one year probationary review. A performance assessment rating that "meets expectations" and any other requirements of the career ladder will result in the employee advancing to the increment. An employee paid at the maximum of the pay range would receive a 2% lump sum amount.

An employee who receives a performance assessment rating of less than 'meets expectations' will result in a Performance Improvement Plan and/or disciplinary action. An employee may initiate an appeal of a performance assessment. If an employee's appeal is successful, the salary increment would be retroactive.

The cost of implementing these recommendations is \$33,123 in salaries over a one year period of time. There may be other fiscal impacts when employees are placed into a career ladder step. Placement would be based upon an individual employee's experience and credentials.

Prepared By: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed By: Maria Monteagudo
Maria Monteagudo, Employee Relations Director

Action Required Effective Pay Period 1, 2017 (January 1, 2017):

In the Salary Ordinance,

Under Pay Range 1DX
Delete the title "Automated Systems Supervisor"

Under Pay Range 1FX,
Delete the title "Water Plant Automation Manager"
Add the title "Water Plant Automation Supervisor (4)
with footnote (4) to read as follows:
"(4) Recruitment is at \$2,550.92 (\$66,323.92)."

Under Pay Range 1HX,
Add the title "Water Plant Automation Manager (3)"
with footnote (3) to read as follows:
"(3) Recruitment is at \$3,210.81 (\$83,481.06)."

Under Pay Range 2GN,
Delete the title "Automated Systems Specialist"

Under Pay Range 2IN,
Add the title "Water Plant Automation Controls Engineer (3) (4) (5)"
with footnotes (3), (4) and (5) to read as follows:

- (3) Career Ladder Position. Minimum recruitment is at \$2,428.12 and may be at any step in the range based upon experience and credentials with the approval of DER. Employees will advance to the next rate in the following range upon certification by the Commissioner of Public Works as having attained and maintained at all times the required credentials and demonstrated job performance: \$2,428.12, \$2,548.08, \$2,668.03, \$2,787.99, \$2,907.95, \$3,027.90, \$3,147.86 (\$63,131.12, \$66,250.08, \$69,368.78, \$72,487.74, \$75,606.70, \$78,725.40, \$81,844.36).
- (4) Career Ladder Position. An employee transferred into this title will be placed in the increment that corresponds with demonstrated credentials with the approval of DER. If the employee's prior rate is higher than the appropriate increment, the employee will retain their previous rate.
- (5) Career Ladder Position. An employee promoted into this title will receive the pay increment in the new footnoted pay range that is higher than the employee's current rate. The employee must achieve all required credentials up to and including the new increment within the probationary period.

Under Pay Range 3KN,
Delete the title "Water Plant Instrumentation Specialist"

Under Pay Range 3MN,
Add the title "Water Plant Automation Technician (3) (4) (5)"
With footnotes (3), (4) and (5) to read as follows:

- (3) Career Ladder Position. Minimum recruitment is at \$1,852.80 and may be at any step in the range based upon experience and credentials with the approval of DER. Employees will advance to the next rate in the following range upon certification by the Commissioner of Public Works as having attained and maintained at all times the required credentials and demonstrated job performance: \$1,852.80, \$1,976.36, \$2,099.93, \$2,223.49, \$2,347.05 (\$48,172.80, \$51,385.36, \$54,598.18, \$57,810.74, \$61,023.30).
- (4) Career Ladder Position. An employee transferred into this title will be placed in the increment that corresponds with demonstrated credentials with the approval of DER. If the employee's prior rate is higher than the appropriate increment, the employee will retain their previous rate.
- (5) Career Ladder Position. An employee promoted into this title will receive the pay increment in the new footnoted pay range that is higher than the employee's current rate. The employee must achieve all required credentials up to and including the new increment within the probationary period.

Under Pay Range 5IN,
Add the title "Water Plant Maintenance Assistant (11) (12) (13)"
With footnote (11), (12), and (13) to read as follows:

- (11) Career Ladder Position. Minimum recruitment is at \$1,837.65. Employees will advance to the next rate in the following range upon certification by the Commissioner of Public Works as having attained and maintained at all times the

required credentials and demonstrated job performance: \$1,837.65, \$1,890.65, \$1,943.65, \$1,996.65, \$2,049.65, \$2,102.65 (\$47,778.90, \$49,156.90, \$50,534.90, \$51,912.90, \$53,290.90, \$54,668.90)

- (12) Career Ladder Position. An employee transferred into this title will be placed in the increment that corresponds with demonstrated credentials with the approval of DER. If the employee's prior rate is higher than the appropriate increment, the employee will retain their previous rate.
- (13) Career Ladder Position. An employee promoted into this title will receive the pay increment in the new footnoted pay range that is higher than the employee's current rate. The employee must achieve all required credentials up to and including the new increment within the probationary period.

In the Positions Ordinance

Under Department of Public Works-Water Works, Plants-South Organization, Plant Automation,
Delete 1 position of "Automated Systems Supervisor", 4 positions of "Automated Systems Specialist", 2 positions of "Automation Technician", and 2 positions of "Program Assistant II".
Add 1 position of "Water Plant Automation Supervisor", 4 positions of "Water Plant Automation Controls Engineer", 2 positions of "Water Plant Automation Technician", and 2 positions of "Water Plant Maintenance Assistant".



City of Milwaukee Fiscal Impact Statement

A

Date	7/17/17	File Number	170535
Subject	Classification and pay recommendations submitted to the City Service Commission for July 11, 2017 meeting.		

B

Submitted By (Name/Title/Dept./Ext.)	Sarah Trotter, Human Resources Representative Dept. of Employee Relations/X2398.
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C

This File	<input checked="" type="checkbox"/> Increases or decreases previously authorized expenditures. <input type="checkbox"/> Suspends expenditure authority. <input type="checkbox"/> Increases or decreases city services. <input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability. <input type="checkbox"/> Increases or decreases revenue. <input checked="" type="checkbox"/> Requests an amendment to the salary or positions ordinance. <input type="checkbox"/> Authorizes borrowing and related debt service. <input type="checkbox"/> Authorizes contingent borrowing (authority only). <input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.
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D

This Note	<input type="checkbox"/> Was requested by committee chair.
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E

Charge To	<input checked="" type="checkbox"/> Department Account <input type="checkbox"/> Capital Projects Fund <input type="checkbox"/> Debt Service <input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Contingent Fund <input type="checkbox"/> Special Purpose Accounts <input type="checkbox"/> Grant & Aid Accounts
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F

Assumptions used in arriving at fiscal estimate.

G

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		See attached spreadsheet.	
Supplies/Materials			
Equipment			
Services			
Other			
TOTALS			

H

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

1-3 Years 3-5 Years

1-3 Years 3-5 Years

1-3 Years 3-5 Years

I

List any costs not included in Sections E and F above.

J

Additional information.

Department of Employee Relations

Fiscal Note Spreadsheet

Finance and Personnel Committee Meeting of July 26, 2017
 City Service Commission Meeting of July 11, 2017

NEW COSTS FOR 2017

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Total Rollup+ Sal
1	Health	Family & Community Health Operations Mgr	1FX	Family & Community Health Operations Mgr*	1FX	\$62,338	\$69,381	\$2,980	\$507	\$3,486
1	DPW-Water	Water Plant Automation Manager	1FX	Water Plant Automation Manager	1HX	\$90,674	\$99,741	\$9,067	\$1,541	\$10,608
1	DPW-Water	Automated Systems Supervisor	1DX	Water Plant Automation Supervisor	1FX	\$61,103	\$66,324	\$5,221	\$888	\$6,109
1	DPW-Water	Automated Systems Specialist	2GN	Water Plant Automation Controls Engineer**	2IN	\$56,767	\$63,131	\$2,692	\$551	\$3,243
1	DPW-Water	Automated Systems Specialist	2GN	Water Plant Automation Controls Engineer	2IN	\$56,767	\$63,131	\$6,364	\$1,301	\$7,665
1	DPW-Water	Automated Systems Specialist	2GN	Water Plant Automation Controls Engineer	2IN	\$59,343	\$63,131	\$3,788	\$775	\$4,563
1	DPW-Water	Automated Systems Specialist	2GN	Water Plant Automation Controls Engineer	2IN	N/A	N/A	N/A	Title Change & Labor Mrkt Adj Only	\$201
1	DPW-Water	Water Plant Instrumentation Specialist	3KN	Water Plant Automation Technician**	3MN	\$47,779	\$48,173	\$167	\$34	\$475
1	DPW-Water	Water Plant Instrumentation Specialist	3KN	Water Plant Automation Technician	3MN	\$47,779	\$48,173	\$394	\$81	\$730
1	DPW-Water	Program Assistant II	5FN	Water Plant Maintenance Assistant	5IN	\$47,173	\$47,779	\$606	\$124	\$730
1	DPW-Water	Program Assistant II	5FN	Water Plant Maintenance Assistant	5IN	N/A	N/A	N/A	Title Change & Labor Mrkt Adj Only	\$31,279
11								\$5,801		\$37,080

Assume effective date is Pay Period 1, 2017 (January 1, 2017).

*Assume new recruitment rate of \$69,381 and that new employee is not hired before Pay Period 16, 2017 (July 30, 2017).

**Assume vacant positions are not filled before Pay Period 16, 2017 (July 30, 2017).

COSTS FOR FULL YEAR

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Total Rollup+ Sal
1	Health	Family & Community Health Operations Mgr	1FX	Family & Community Health Operations Mgr*	1FX	\$62,338	\$69,381	\$7,043	\$1,197	\$8,240
1	DPW-Water	Water Plant Automation Manager	1FX	Water Plant Automation Manager	1HX	\$90,674	\$99,741	\$9,067	\$1,541	\$10,608
1	DPW-Water	Automated Systems Supervisor	1DX	Water Plant Automation Supervisor	1FX	\$61,103	\$66,324	\$5,221	\$888	\$6,109
1	DPW-Water	Automated Systems Specialist	2GN	Water Plant Automation Controls Engineer**	2IN	\$56,767	\$63,131	\$6,364	\$1,301	\$7,665
1	DPW-Water	Automated Systems Specialist	2GN	Water Plant Automation Controls Engineer	2IN	\$56,767	\$63,131	\$6,364	\$1,301	\$7,665
1	DPW-Water	Automated Systems Specialist	2GN	Water Plant Automation Controls Engineer	2IN	\$59,343	\$63,131	\$3,788	\$775	\$4,563
1	DPW-Water	Automated Systems Specialist	2GN	Water Plant Automation Controls Engineer	2IN	N/A	N/A	N/A	Title Change & Labor Mrkt Adj Only	\$475
1	DPW-Water	Water Plant Instrumentation Specialist	3KN	Water Plant Automation Technician**	3MN	\$47,779	\$48,173	\$394	\$81	\$475
1	DPW-Water	Water Plant Instrumentation Specialist	3KN	Water Plant Automation Technician	3MN	\$47,779	\$48,173	\$394	\$81	\$475
1	DPW-Water	Program Assistant II	5FN	Water Plant Maintenance Assistant	5IN	\$47,173	\$47,779	\$606	\$124	\$730
1	DPW-Water	Program Assistant II	5FN	Water Plant Maintenance Assistant	5IN	N/A	N/A	N/A	Title Change & Labor Mrkt Adj Only	\$39,241
11								\$7,289		\$46,530

Totals may not be to the exact dollar due to rounding.