City of Milwaukee

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

Department of Employee Relations

July 11, 2008

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

Dear Committee Members:

Re: Common Council File Number 071626

The following classifications and pay levels were approved by the Board of Fire and Police Commissioners on July 10, 2008:

In the Police Department:

Nine positions of Computer Operator II, PR 505 was reclassified to Helpdesk Specialist II, PR 540.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachment: Job Evaluation Report
                Fiscal Note

c: Mark Nicolini, Jennifer Meyer, Marianne Walsh, Troy Hamblin, Betty Schraith, Joe Alvarado, Michael Tobin, Chief of Police Edward Flynn, Assistant Chief of Police Dale Schunk, Assistant Chief of Police Monica Ray, Captain Darryl Winston, Captain Anthony Hendricks, Valarie Williams, Sandra Fuentes, Pier Eiland, Catherine Vomberg, Gary Hoffman and John Whitman (ALEASP)

JOB EVALUATION REPORT

Fire & Police Commission Meeting: <u>July 10, 2008</u>
Department: <u>Police</u>

Present	Request	Recommendation
Computer Operator II PR 505 ($34,776 - $38,484)* 9 positions	Study of Positions	Helpdesk Specialist I PR 525 ($38,127 - $42,940)* Helpdesk Specialist II PR 540 ($41,368 - $47,245)* 9 positions

Summary:

During the recent past, the nature of work and level of work performed by Computer Operators in the Milwaukee Police Department has changed dramatically, from work with mainframes that centered on report production, to assisting users in the department with all aspects of information systems and maintaining PC hardware and peripherals. The job analysis indicates that the level of work now being performed requires a higher level of knowledge and skill and warrants a different, higher-level job classification. For this reason, we recommend that current Computer Operators be reclassified to Helpdesk Specialists as part of a promotional program.

We further recommend that this new promotional program consist of Helpdesk Specialist I (Pay Range 525) and Helpdesk Specialist II (Pay Range 540). Upon implementation, we recommend that current Computer Operators II be promoted to Helpdesk Specialists I. When Helpdesk Specialists I attain the required education, training, and work experience, they would be eligible for promotion to the Helpdesk Specialist II level.

The pay ranges recommended for Helpdesk Specialist I and II are based upon an examination of pay rates for related information technology jobs in the Milwaukee area as well as comparisons with related positions in the City service. The recommended higher-level requirements for these positions reinforce the importance of continuous education and training, which is critical in the information technology field.

*2006 Rates of Pay

Action Required

In the Salary Ordinance, under Pay Range 540, add the title "Helpdesk Specialist II" and under Pay Range 525, add the title "Helpdesk Specialist I."

In the Positions Ordinance, under Police Department, Administration Services Decision Unit, Data Services Division, delete nine positions of "Computer Operator II" and add nine positions of "Helpdesk Specialist II."

Background

In April of 2005 the Department of Employee Relations received a request from the former Chief of Police, Nannette Hegerty, to study 9 positions of Computer Operator II in the Milwaukee Police Department. In that communication, Chief Hegerty stated that the Department was in the midst of implementing a new Records Management System and Computer Aided Dispatch System and it was anticipated that the duties and responsibilities of Computer Operators II would change significantly. In that letter, Chief Hegerty stated:

> The duties and responsibilities of the current Computer Operator II positions will involve application support, monitoring and analyzing problem reporting and working with vendors to resolve system and application problems. These new duties are beyond the scope of duties and responsibilities of the Computer Operator II position as it is described today.

In order to properly study these positions, it was necessary to wait until the aforementioned information systems had been successfully installed and the duties and responsibilities of the jobs in question had been firmly established. To our understanding, this happened sometime during the first quarter of 2006, after the Department shut down its main frame and began using its new systems and networks.

In studying these positions, a new job description for the group was analyzed, and a number of discussions were held with representatives in the Data Services Division of the Police Department including Captain Darryl Winston, Captain Anthony Hendricks, Network Coordinator-Senior Sandra Fuentes, and Police Department Personnel Administrator Valarie Williams. In addition, a group interview was held with first-line supervisors of the employees holding the positions under study. This included Network Coordinator-Senior Pier Eiland, Network Coordinator-Senior Catherine Vomberg, and Data Communications Specialist Gary Hoffman.

Information regarding the duties and responsibilities of the Computer Operator II job was obtained first-hand from the employees performing the work during first, second, and third shifts. Computer Operators II who were interviewed for this study included Al Mozek, Loretta Holloway, Linda Long, Sharon Smith, and Icey Bowie.

The staff representative performing the study examined logs of calls and available job performance aides, and observed helpdesk employees assisting callers. In researching these jobs, some 35+ job descriptions were reviewed for helpdesk specialists from the private and public sector and survey information for the Milwaukee area from the Bureau of Labor Statistics was obtained as a reference point for pay for these positions. These external job descriptions showed how organizations structure these jobs and career paths and provided information on the training, education, experience, and competencies typically required. In addition, the pay structure for these and related information technology jobs for several other public sector employers were examined.

Changes to the Positions

When the Police Department shut down its mainframe operations in 2006 the nature of work performed by the employees in these positions changed dramatically. In 1994, for example, there were 7 different main frame systems. Duties included monitoring the systems, running standard and *ad hoc* reports, running back-ups, shutting down systems, and bringing them back

up. Standard reports, such as those for arrests, active warrants, bookings, traffic accidents and incidents, and court activities were run on a daily basis and distributed throughout the Department. Other standard reports were run weekly or quarterly or on an ad hoc basis. Police Department employees who reported crime statistics, however, created their own reports.

In addition, employees responded to calls from users regarding malfunctioning printers, keyboards, and other peripherals and worked to fix those problems. During a two-year period, mainframe operations were gradually shut down and employees began answering questions from users regarding newly installed network systems and became more involved with PC maintenance and repair. The Department offered on-the-job training and encouraged employees to take PC related courses. To their credit, the employees who remained in these jobs learned a good deal of new information and acquired new skills that enabled them to perform their new jobs. This was accomplished through participation in on-the-job training, classroom training, self study, and online course work.

The Police Department's Helpdesk is intended to serve as a central gateway and communications center to record and resolve all information technology issues experienced by any of 2,500 users in approximately 25 different locations on a 24/7 basis. The Department's information technology division, and by extension, the Helpdesk, supports some 40+ applications. Noteworthy applications include:

- Computer-aided dispatch system: the 911 system, including voice recording
- Department's phone system
- Records Management System
- Arrest and booking system
- State's case management database (input of information)
- Electronic fingerprint system
- Vehicle locator system
- Direct connection to the State for information
- Database and system for crime statistics and other uses
- Video systems, including in-car video systems
- Application used to photograph individuals arrested and booked
- Traffic, citation, parking tickets system
- Email
- Dictaphone system
- Radio system
- Department intranet
- Accident index
- City connection
- Standard office software
- Employee security and badge system
- Building heating and cooling, and remote access
- Departmental buildings security systems

Supported hardware includes:

- Computer-aided dispatch work stations
- Printers of all type, in all locations
- Personal Digital Assistants (PDAs)

- Scanners of all types
- All network equipment workstations, monitors, laptops, tough books, network switches

As stated on the job description created by the Police Department, the work of these positions is divided into the following areas:

55%   User support and problem solving which includes assisting users by telephone, logging calls, monitoring resolution of problems; researching solutions; communicating with users in cases of system failures; documenting system problems; and referring issues to other personnel.
20%   PC set-up, repair, and maintenance
10%   Record keeping and reports
5%   Other related duties as required or assigned

In terms of user support and problem solving, helpdesk employees log calls into a database, assist callers to solve problems, research solutions to problems, and monitor the resolution of each call. As is the case with virtually any helpdesk operation, employees must assist a wide range of people, many of whom are frustrated or stressed. As stated by Police Department helpdesk employees, callers have a wide range of computer competency, from little familiarity with computers to status as an expert user. Other differences in callers include rank and type of job performed, cultural background, and personality. Helpdesk employees are required to successfully communicate with and assist all callers to the best of their ability, within the limits of their authority, in a calm and professional manner. The degree interpersonal skills are required to successfully perform the "new" helpdesk job is significantly greater than that required for the "old" computer operator job.

At the present time, some of the most common issues resolved are resetting passwords, diagnosing and fixing printer problems, and deactivating access cards. In terms of passwords, helpdesk employees must know how to reset passwords, and sometimes user names, for all 40+ applications. Furthermore, new passwords must be synchronized with other related systems. Helpdesk employees do not, at the present time, have the authority to reset access cards and do not have the ability to assist users remotely, with the use of VNC (virtual networking computing) software. This is mentioned because many helpdesk operations use VNC to control users' screens when providing assistance. As reported by Computer Operators and noted in work logs, at the present time Computer Operators refer most calls received to higher level Network Associates for resolution.

In terms of hardware, Computer Operators reported that printer problems are some of the most vexing issues they encounter. This seems to be due to the sheer number of printers in the Department, the myriad of printer makes and models, and lack of useful information in manuals. Helpdesk employees also clean computer hardware, and prepare PC hard drives for new users. And, because the Department has centralized toner for all of its printers, helpdesk employees deliver and replace toner in printers at all locations throughout the Department. On occasion, they also set up new desktops.

Helpdesk Positions in Other Organizations

An examination of job descriptions for helpdesk technicians from other employers indicates that larger companies typically employ two or more different levels of helpdesk positions ranging from entry-level jobs to those requiring high-level technical and "soft" skills. Entry-level jobs typically include a number of the following duties: answering calls from users or customers;

prioritizing and "triaging" calls; solving users' problems to the extent of their ability and authority; carefully documenting problems and calls; resetting passwords; assisting users remotely using VNC software; configuring, deploying and relocating desktops and laptops; installing and configuring standard applications; and setting up printers and hardware peripherals.

Depending upon the organization, these entry-level positions usually require a technical or scientific degree from a two-year or four-year college, and some experience working on an IT helpdesk. Public sectors organizations typically allow equivalent combinations of education and experience to meet minimum requirements. Many organizations consider working at the IT helpdesk as the first rung of a professional career ladder in IT, particularly as it pertains to network administration. It is not uncommon to see a bachelor's degree in information technology required. Universities and colleges often employ students to perform entry-level helpdesk work.

Progression in pay, responsibility, and corresponding job title depends upon successful work experience and certification in one or more relevant technical areas. It is not uncommon to see certifications such as A+, Network+, Server+, Microsoft Certified Professional (MCP), Cisco Certified Network Associate (CCNA), or others required for progression to higher levels. The following duties are typical of the work performed by higher level technicians in a helpdesk operation: troubleshooting problems with application servers, networks, mail services, and web services; assisting in the management of multiple servers; responding to system failures and working with vendors to resolve issues; training users; contributing to the organization's knowledge base by documenting procedures, developing FAQs, and the like.

The information from other employers, as provided in job descriptions and employment advertisements, suggests that helpdesk employees in the Police Department are currently working at what would be considered an entry-level.

Comparisons with Job Classifications in the City Service

The job classification in the City that most commonly performs more routine help desk work is that of Network Analyst-Assistant, PR 596. In the 2006 labor contract, Network Analyst-Assistants were paid from $46,609 to $56,603 annually. Computer Operators at the II level were paid $38,127 to $42,940 annually.

Network Analyst-Assistants install and maintain departmental or City-wide computer networks and provide assistance to end users. They trouble-shoot technical problems with local and wide-area networks, software, and hardware; configure and install local and wide-area networks, applications and utilities; and assist users with software and hardware issues.

Requirements for this job classification include:

- Two years of experience trouble shooting, installing, maintaining, and repairing local and wide-area networks, including experience with Novel or Microsoft NT networks.

- An associate's degree in information management, computer science, or closely related field.

The highest qualified candidates for these positions would be expected to possess an appropriate certification such as A+ or Miscrosoft Certified Computer Engineer (MSCE). The job analysis indicates that the positions under study are not operating at the level of Network Analyst-Assistant.

Rates of Pay in the Milwaukee Metropolitan Area

The Department of Labor reported the following wages for computer operators, computer support specialists, and systems administrators for Milwaukee, Waukesha, and West Allis area as of May, 2006.

Rates of Pay for Systems Administrators, Computer Support Specialists, and Computer Operators

Milwaukee, Waukesha, West Allis

U.S. Department of Labor, Bureau of Labor Statistics Data as of May, 2006

	Median Hourly	Mean Hourly	Mean Annual
Network and Computer Systems Administrators	$28.16	$29.49	$61,340
Computer Support Specialists	$19.36	$20.06	$41,710
Computer Operators	$17.36	$17.83	$37,090
Computer Operator II, MPD, average rate June, 2007		**17.64**	

As another basis of comparison, the minimum rate for Computer Operator II in MPD is $16.72 and the maximum rate is $18.50 per hour, in 2006 rates, which are still current.

The Bureau of Labor Statistics defines these jobs as follows.

Network and Computer Systems Administrators
Install, configure, and support an organization's local area network (LAN), wide area network (WAN), and Internet system or a segment of a network system. Maintain network hardware and software. Monitor network to ensure network availability to all system users and perform necessary maintenance to support network availability. May supervise other network support and client server specialists and plan, coordinate, and implement network security measures. Exclude "Computer Support Specialists" (15-1041).

Computer Support Specialists
Provide technical assistance to computer system users. Answer questions or resolve computer problems for clients in person, via telephone or from remote location. May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems. Exclude "Network and Computer Systems Administrators" (15-1071).

Computer Operators
Monitor and control electronic computer and peripheral electronic data processing equipment to process business, scientific, engineering, and other data according to operating instructions. May enter commands at a computer terminal and set controls on computer and peripheral devices. Monitor and respond to operating and error messages. Exclude "Data Entry Keyers" (43-9021).

As may be seen from the data presented in the above table, Computer Support Specialists in the Milwaukee area are paid approximately 12.5% more than Computer Operators. Due to the

fact that the duties and responsibilities of Computer Operators in the Milwaukee Police Department have evolved into jobs that more resemble Computer Support Specialists, as defined by the Bureau of Labor Statistics, it appears that an upgrade in wages may be appropriate.

Emphasis on Formal Training and Development

One of the complicating factors associated with this study is the fact that employees currently holding the jobs under study have varying amounts of formal education and training in information technology and network systems, from very little to the completion of many courses. The term "formal education" refers to training received in a class that includes competency testing, as opposed to that knowledge and skill acquired on the job. This is a critical consideration because, in the field of information technology, the knowledge and skills of the employees performing the work drives the level of work performed.

Recommendations

Discussions with the Police Department indicate that one of the goals of the IT Division is to improve the service it provides to users, starting with its Helpdesk employees. One of the ways to do this is to recognize and reward employees who complete additional education and training. It therefore seems appropriate to recommend the establishment of a career ladder for helpdesk employees consisting of two levels:

| Helpdesk Specialist I | PR 525 | $38,127 - $42,940* |
| Helpdesk Specialist II | PR 540 | $41,368 - $47,245* |

*2006 rates of pay

Upon implementation of these new classifications, we recommend that current Computer Operators II be promoted to Helpdesk Specialists I in PR 525 ($38,127-$42,940 annually). This upgrade recognizes changes in the level of duties and responsibilities that have already taken place. It is also our expectation that the Police Department Information Technology Division will begin to assign new, higher-level duties to employees in these jobs following the approval of this career ladder.
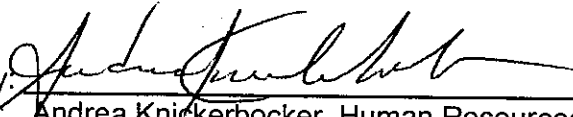
The Police Department has also stated that as vacancies for Helpdesk Specialists occur in the future, that it intends to advertise and recruit widely in the metropolitan area in order to recruit the best qualified individuals. We recommend that the requirements for all new Helpdesk Specialists I include 20 college credits in Computer Science or one year of experience in computer operations, telecommunications, production control, or technical computer support work in a client-server environment. Combinations of education and experience are acceptable.

We also recommend the classification of Helpdesk Specialist II in Pay Range 540 ($41,368 to $47,245 annually). The rationale for establishing Helpdesk Specialist II in Pay Range 540 is that the maximum rate for the job should overlap slightly with the minimum rate of pay for the next logical career progression, that of the Network Analyst-Assistant in Pay Range 596 ($46,609-$56,603 annually).

In order for a Helpdesk Specialist I to be eligible for promotion to the II level, the incumbent must obtain an A+ Certification. In addition, employees must possess an Associate's Degree in Computer Science or 2 years of successful work experience as a Helpdesk Specialist I with the

Milwaukee Police Department. Helpdesk Specialists II will perform the job with a higher degree of proficiency and will perform higher level work.

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