



Department of Employee Relations

October 23, 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 020666

The following classification and pay levels were approved by the City Service Commission on October 22, 2002:

In the Health Department:

One new position was classified as Health Project Coordinator (Asthma), Salary Grade 004.

Three new positions were classified as Health Project Coordinator (READII), Salary Grade 004
Public Health Nurse, Pay Range 666, and Office Assistant II, Pay Range 410

One new position was classified as Tobacco Control Program Coordinator, Salary Grade 005.

In the DPW-Water Works, one position of Water Systems Analyst, Salary Grade 007, held by Eldon Gartzke, was reclassified to Network Manager, Salary Grade 010.

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

Sincerely,

Florence H. Dukes
Employee Relations Director

FHD:pb

Attachments: 4 Job Evaluation Reports
Fiscal Note

c: Laura Engan, Dr. Seth Foldy, Maria Monteagudo, Carrie Lewis and Dale Mejaki

JOB EVALUATION REPORTCity Service Commission Meeting Date: October 8, 2002 (Meeting cancelled-resubmitted October 22)Incumbent: New PositionDepartment: Health

Present	Request
Title: N/A	Title: Asthma Project Coordinator
Pay Range: N/A	Salary: To be determined
Step: N/A	Source: Department
Recommendation:	
Title : Health Project Coordinator (Asthma)	
Salary: Salary Grade 004 (\$38,634 - \$54,086)	
Rationale: This new grant funded position is responsible for providing leadership for and oversight to health interventions and case management services for families impacted by persistent asthma. The level of responsibility, knowledge and skills, and qualifications for the Health Project Coordinator (Asthma) are consistent with those of existing Health Project Coordinators within the Milwaukee Health Department, which are in a Salary Grade 004.	

Action Required:

In the Salary Ordinance, under Salary Grade 004, add the title "Health Project Coordinator (Asthma)."

In the Positions Ordinance, under Health Department, Home Environmental Health Division, Fight Asthma Milwaukee Allies Grant (RR), delete one position of Care Coordinator (RR) and add one position of Health Project Coordinator (Asthma) (RR).

Background:

We received a request to study this new position from Dr. Seth Foldy, M.D., Commissioner of Public Health on July 29, 2002. The department provided job descriptions and discussions were held with Amy Murphy, Home Environmental Health Division Manager.

Duties and Responsibilities:

According to the job description, this position will provide leadership for and oversight to health interventions and case management services for families impacted by persistent asthma. This position will direct case management services by referring families to participating case management agencies, training case managers, evaluating intervention effectiveness and participating in program and policy development. Additionally, this position will work closely with Fight Asthma Milwaukee (FAM) Allies and Milwaukee Health Department (MHD) staff to improve the quality of life for children diagnosed with asthma and their families.

45% Program Management

- Work in collaboration with FAM Allies and MHD staff and managers to develop and refine health interventions for families impacted by asthma.
- Write and submit progress reports as needed. Identify and secure additional resources and funding for asthma services.
- Conduct ongoing needs assessment and program evaluation to identify service gaps and improve the efficacy of FAM Allies intervention.
- Coordinates services with the Emergency Department (ED Allies) grant project.

35% Care Coordination

- Conduct case management service referrals to participating agencies.
- Assure timely and effective case management services among project partners.
- Develop and maintain a database needed to track and evaluate case management services.
- Oversee the countywide system of care for families impacted by asthma through reducing duplication and fragmentation of services.
- Provide guidance and technical assistance to members of the case management team.
- Conduct and coordinate training and orientation for case management providers.

10% Case Management

- Provide in-home case management services as needed.
- Assist in problem-solving complex cases. Serve as a resource and liaison to FAM Allies case managers.

10% Community Outreach and Public Education

- Provide training and education to the community related to asthma care and prevention and FAM Allies services.

This position requires a Bachelors Degree in Nursing, Social Work, Public Health or related field and three years experience in case management of high risk families. A Master's degree is highly desirable.

Analysis:

The knowledge, skills and abilities and qualifications for this grant funded position are equivalent to those of existing health project coordinator type positions in the Milwaukee Health Department with emphasis in a specific area of health matters. Whereas Health Project Coordinators (Fetal Infant Mortality Review, Lead poisoning and Tobacco Use prevention) are the focus of the existing positions, the position under study will focus on health interventions and case management services for families impacted by persistent asthma.

It is recommended that this position be given a rating of 4 on Impact and Accountability. This rating equals that of existing Health Project Coordinator type positions in the Milwaukee Health Department.

It is recommended that a rating of 4 be given for Knowledge and skills factor because the qualifications for this position are bachelor's degree and three years of experience case management of high risk families. The existing Health Project Coordinator type positions have a rating of 4 for this factor as well.

The Relationships Responsibility rating for the position under study is recommended at level 5 which is also consistent with existing Health Project Coordinator type positions.

The position will function in an office environment and therefore a rating of 1 is appropriate for working conditions.

Recommendation:

Given the similarities between the position under study and the existing Health Project Coordinator positions, it is recommended that this position be given the title of Health Project Coordinator (Asthma) in Salary Grade 004 (\$38,634 – 54,086).

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	4	68
Knowledge and Skills	4	57
Relationships Responsibility	5	32
Working Conditions	1	<u>5</u>
Total Points:		162 (SG 004)

We recommend the title Health Project Coordinator (Asthma), which is consistent with existing Health Project Coordinators type positions and Salary Grade 004 as the most appropriate classification for this new position.

Prepared by: Sandra R. Wilson
Sandra R. Wilson, Human Resource Analyst, Sr.

Reviewed by: Jeffrey Hansen
Jeffrey Hansen, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 22, 2002

Incumbent: 3 New Grant-Funded Positions

Department: Health

Present	Request
Titles: Three new positions	Title/SG: Health Project Coordinator (READII) SG 004 (\$38,634-\$54,086)
Pay Ranges: Not applicable	Title/PR: Public Health Nurse PR 666 (\$38,367-\$47,114)
Step: Not applicable	Title/PR: Office Assistant II (.5FTE) PR 410 (\$24,928-\$29,332)
<p>Recommendation: Title/Salary Grade: Health Project Coordinator (READII), SG 004, \$38,634 to \$54,086 Title/Pay Range: Public Health Nurse, PR 666, \$38,367 to \$47,114 Title/Pay Range: Office Assistant II (.5FTE), PR 410, \$24,928 to \$29,332</p>	
<p>Rationale: This report recommends the initial classification of three new positions in the Health Department created in conjunction with the Racial and Ethnic Adult Disparities in Immunization Initiative (READII) demonstration grant received from the Centers for Disease Control (CDC). The classification of Health Project Coordinator (READII), SG 004 is recommended to be in line with similar positions with program coordination and administration responsibilities. The classification of Public Health Nurse, PR 666 is recommended to be consistent with other Public Health Nurses assigned to the department's Immunization Program. The classification of Office Assistant II (.5FTE) is recommended consistent with other Office Assistant II level positions within the City of Milwaukee.</p>	

Action Required:

In the Salary Ordinance, under Salary Grade 004, add the title "Health Project Coordinator (READII).

In the Positions Ordinance, under Health Department, under Maternal and Child Health Division, Racial and Ethnic Disparities in Immunization Initiative (YY), delete one position of Project Manager (X)(YY) and add one position of Health Project Coordinator (READII)(X)(YY)

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 22, 2002

Incumbent: 3 New Grant-Funded Positions

Department: Health

Present	Request
Titles: Three new positions	Title/SG: Health Project Coordinator (READII) SG 004 (\$38,634-\$54,086)
Pay Ranges: Not applicable	Title/PR: Public Health Nurse PR 666 (\$38,367-\$47,114)
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Action Required:

In the Salary Ordinance, under Salary Grade 004, add the title "Health Project Coordinator (READII).

In the Positions Ordinance, under Health Department, under Maternal and Child Health Division, Racial and Ethnic Disparities in Immunization Initiative (YY), delete one position of Project Manager (X)(YY) and add one position of Health Project Coordinator (READII)(X)(YY)

Background

In September of 2002, the Department of Employee Relations received a request from the Milwaukee Health Department to classify three positions created in conjunction with the READII demonstration grant received from the Centers for Disease Control. Job descriptions for the positions were provided with the request and discussions were held with Health Personnel Officer Maria Monteagudo.

In September of this year the Milwaukee Health Department received a two-year demonstration grant from the Centers for Disease Control to increase and improve influenza and pneumonia vaccination rates for adults 65 years of age and older in the African American and Hispanic communities.

During the first year this grant will require the department to assess local current capacity to deliver increased vaccinations to adults 65 years of age and older in the aforementioned communities. It will also require the department to organize partnerships of public health professionals and medical providers to develop a community-based plan to ensure effective interventions.

The three positions classified in this report will assist in this effort. These positions will be assigned to the Maternal and Child Health Division's Immunization Program.

Health Project Coordinator (READII)

The Health Project Coordinator (READII) will be responsible for providing coordination and technical assistance related to reducing racial and ethnic disparities in adult influenza and pneumococcal vaccination coverage for adults 65 years of age and older. This position will also provide overall program direction toward meeting community and data information needs of adult immunizations and will coordinate staff and activities associated with the successful implementation of the initiative. The major responsibilities associated with this position are summarized below:

- 70% Coordinate staff and activities associated with READII including budget, staff supervision, program planning, monitoring, report writing, and program evaluation. Provide direction and management oversight of adult immunization programs and services for City of Milwaukee residents. Develop policies and procedures to direct the work of the department and community in adult immunization efforts. Coordinate department investigation of areas (zip codes) of uninsured and underinsured adults and attend meetings and work groups as assigned.

- 25% Coordinate activities between the department and community partners in adult immunization efforts. Coordinate efforts to meet with private providers to assess their tracking and recall efforts for adult immunizations. Oversee the development of educational materials for distribution to adults in our community to improve immunization levels. Develop various avenues of media spots, which will include print, TV, radio and posters. Develop and oversee contracts/subcontracts in the area of adult immunizations

including negotiating terms, drafting documents, authorizing payments, and monitoring overall performance of contractors/subcontractors. Coordinate Wisconsin Immunization Registry (WIR) recruitment efforts.

5% Perform other duties as assigned.

The position requires a Bachelor's degree in nursing, public health, health education, social work or related field. Also requires strong skills in public health practice, health care, communication, leadership, organization, and teamwork. Also requires experience in adult health issues.

The Health Project Coordinator classification is used in the Milwaukee Health Department for positions with responsibility for public health programs in the areas of Asthma, Coordinated Community Response (Violence & Injury Prevention Program), Lead Poisoning Prevention, Fetal Infant Mortality, and the Tobacco Use and Prevention Program. The program coordination and administration responsibilities as well as the community collaboration requirements of the new READII position are consistent with those associated with other Health Project Coordinators in the Milwaukee Health Department.

Given the similarities between the position under study and the existing Health Project Coordinator positions, it is recommended that this position be classified as requested as a Health Project Coordinator (READII) in SG 004. An assessment of this position according to the job evaluation factors is as follows:

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

Salary Grade 004 points: 152-174

Public Health Nurse

The Public Health Nurse assigned to READII will assist the Health Project Coordinator and community coalition members in a variety of activities designed to reduce racial and ethnic disparities in adult influenza and pneumococcal vaccination coverage for adults 65 years of age or older. This PHN will assist in the coordination of activities associated with the initiative. The major responsibilities associated with this position are summarized below:

25% Assist project coordinator with all program activities as they relate to reducing racial and ethnic disparities in adult immunizations, Assist project manager with policies and procedures in adult immunization efforts. Assure that policies, procedures and protocols are consistent with CDC regulations for adult immunization standards of practice. Serve as Milwaukee Health Department resource and advocate on immunization issues related

to adults. Provide department with educational in-services regarding adult immunization efforts. Assist in organizing partnerships of public health professionals and medical providers to develop a community based plan. Attend meetings and work groups as assigned.

- 70% Analyze immunization delivery at private provider's office to determine effectiveness of immunization delivery. Provide immunization education in-services and training to professionals, community, faith based, and other organizations. Assist private providers with the tracking and recall efforts of adults in need of immunizations. Act as a resource for the WIR recruitment efforts. Collaborate activities between department and community coalition/partners in adult immunization efforts. Serve as a spokesperson for the department's adult immunization practices. Participate in data collection, program evaluation, and preparation of reports.
- 5% Perform other related duties as assigned.

This position requires a Bachelor of Science Degree in Nursing from a Commission on Collegiate Nursing Education accredited program and a permit or license to practice as a professional registered nurse in the State of Wisconsin, or eligibility to receive such a permit or license. One year of experience in administering immunizations and or working in an immunization clinic and prior public health experience is preferred.

The responsibilities and qualifications for this position are similar to those of all Public Health Nurses with the Milwaukee Health Department. In addition, because the position will perform program specific duties, the position will be given a 'Coordinator' designation. The 'Coordinator' designation is consistent with other Public Health Nurses assigned to the department's Immunization Program. The agreement between the City of Milwaukee and Staff Nurses' Council allows for PHN's with specific full-time program duties to receive premium pay. It is therefore recommended that this position be classified as Public Health Nurse in PR 666.

Office Assistant II

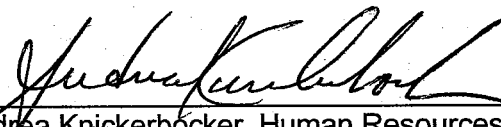
The Office Assistant II (.5FTE) will provide administrative and office support to staff and activities associated with READII. The major responsibilities associated with this position are summarized below:

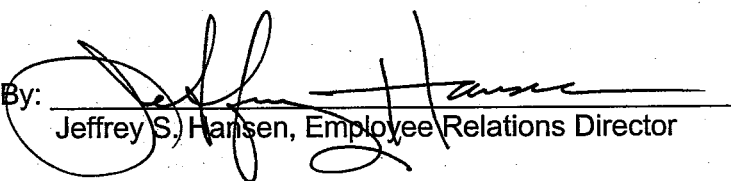
- 50% Prepare and type administrative reports, correspondence, and memos as assigned. Prepare and distribute meeting minutes. Print and mail tracking and recall letters to adults. Enter immunization data into WIR. Assist with mass mailings. Assist with sorting and distributing materials. Receive, sort and distribute mail.
- 45% Staff the department's adult immunization desk. Screen and direct calls to appropriate staff of the adult immunization project. Schedule meetings with department representatives and external community partners. Maintain schedule for various meetings on master calendar.

5% Perform other duties as assigned.

The position requires a minimum of two years experience performing administrative and office support functions with at least six months of experience at the Office Assistant I level with the City of Milwaukee.

The responsibilities and qualifications for this position are similar to those required for other Office Assistant II level positions within the City of Milwaukee. It is therefore recommended that this position be classified as an Office Assistant II (.5FTE).

Prepared By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Jeffrey S. Hansen, Employee Relations Director

09/27/02

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 22, 2002

Incumbent: New Position

Department: Health

Present	Request
Title: New Position	Title: Tobacco Control Project Manager
Pay Range: Not applicable	Salary: Study of position
Step: Not applicable	Source: Department
Recommendation:	
Title:	Tobacco Control Program Coordinator
Salary:	Salary Grade 005: (\$41,182 – 57,658)
Rationale: This position was created as a result of an increase in the size and scope of the Tobacco Use Prevention Program. The recommendation is based on the position duties and responsibilities and on comparisons with other positions in the Milwaukee Health Department.	
History of Position: This is a new position added to the Positions Ordinance in August 2001. According to the Health Department, the position is approximately 30% grant funded and 70% O & M funded.	

Action Required:

In the Salary Ordinance, under Salary Grade 005, add the title "Tobacco Control Program Coordinator."

In the Positions Ordinance, under Health Department, Maternal & Child Health Division, Tobacco Control Community Coalition II Grant (T), delete one position of Tobacco Control Project Manager (T)(X), and add one position of Tobacco Control Program Coordinator (T)(X).

Background:

This position was created in conjunction with the Tobacco Control Community Coalition II Grant. In studying this position, discussions were held with the following: Pat Fautek, Health Project Coordinator; Jill Ritterbusch, Healthcare Access and Services Manager, who will supervise this position; Maria Monteagudo, Health Personnel Officer, and Yvette Rowe, Business Operations Manager-Health.

Duties and Responsibilities:

The basic function of this position is to manage the Tobacco Use Prevention Program. This involves managing the operating budget, developing and evaluating program policies and practices, and developing and maintaining a citywide coalition. Specific duties and responsibilities include:

New Position
Tobacco Control Program Coordinator . . . #2

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- 45% Provides overall management and leadership of the Tobacco Use Prevention Program including, but not limited to, fiscal management, strategic planning, grant writing, and the establishment and coordination of a broad-based community tobacco coalition.
- 20% Develops, implements and evaluates program policies and monitors grantees for compliance with State and Federal regulations relative to tobacco prevention and control to assure a continuum of services in "Best Practices" initiatives.
- 10% Develops, implements and evaluates quality assurance of the Tobacco Use Prevention Program. Identifies gaps in service and provides recommendations for local, state and federal policy proposals.
- 10% Develops, maintains, and coordinates with a community-based tobacco prevention coalition. Provides leadership and consultation regarding "Best Practices." Coordinates with other MHD programs and community agencies to assure a continuum of tobacco prevention and control services.
- 10% Develops, monitors and amends the Tobacco Use Prevention Program budget as required, negotiates performance objectives with external funding agency, and develops, implements and evaluates performance objectives. Negotiates contracts with and provides fiscal management to the Milwaukee Community Tobacco Coalition and other partners.
- 5% Serves as the primary spokesperson for the Tobacco Use Prevention Program and represents the MHD on local, state, and national committees relative to tobacco use prevention and control services.

Analysis and Recommendation:

The Milwaukee Health Department's Tobacco Use Prevention Program has been in existence since 1998. Since that time, the program has been staffed solely by one Health Project Coordinator position in Salary Grade 004 held by Pat Fauteck. Detailed information about the program was received in meetings with the individuals listed above and through written documents and work samples.

This position is responsible for overall management and leadership of the Milwaukee Health Department's tobacco prevention efforts under the general supervision of the Healthcare Access and Services Manager. This includes fiscal management, strategic planning, grant writing, and the establishment and coordination of a broad based community tobacco coalition.

When the program began in 1998 it involved providing coordination and technical assistance related to tobacco use prevention and control efforts in Milwaukee. The program's budget consisted entirely of the Health Project Coordinator's salary and benefits.

The scope and budget of the program have increased considerably over the past two years. This has resulted primarily from the receipt of outside grants originating from three primary sources: the Centers for Disease Control and Prevention, the Thomas T. Melvin program, and the Wisconsin Tobacco Control Board (WTCB). The current (2002) funding for the program is approximately \$400,000. This funding is projected to increase further in 2003 to approximately \$500,000 due to an increase in WTCB funding and the addition of a \$65,000 grant to implement a survey relative to the sale of tobacco to minors. The grant funding, however, is determined on an annual basis and therefore can vary from year to year.

Because the work required by these grants is contracted out to various community agencies, this position is responsible for administering and managing these contracts and closely monitoring the work of these contracting agencies to ensure compliance with the original goals of the various grants. This involves a lengthy and detailed administrative process involving regular interactions with both the funding agencies and the subcontractors. With the exception of the Thomas T. Melvin grant, the Milwaukee Health Department is the "fiscal responsible party" which means that if the contracting agencies performing the actual work do not fulfill their objectives then grant money to the Health Department can be lost.

The growth of the program has placed increasing demands on establishing and maintaining relationships with a variety of individuals, agencies, community organizations and levels of government. The grant from the WTCB, for example, requires the involvement of a broad based community coalition that does not always agree on important issues such as how grant money should be allocated and spent. While there is now a steering committee and separate chair overseeing the coalition, this position, as fiscal agent, has overall responsibility for the coalition and plays a key role in "ironing out" differences between various points of view.

The multifaceted, and to some extent, political nature of the tobacco issue requires the ability to tactfully acknowledge and reconcile different points of view while being firm and influential in moving the program forward according to its goals and objectives. These stressful demands regarding relationships are more prominent now than when the program first began.

In determining the recommended classification level of this position, consideration was given to the growth in the program described above as well as to comparisons with a sample of other management positions in the Health Department, with emphasis on those involved with specific programs. Positions selected for comparison are listed below:

Salary Grade 004

Health Project Coordinator (Fetal Infant Mortality Review)
Health Project Coordinator (Violence and Injury Prevention)

Salary Grade 005

Injury and Violence Program Coordinator
Nutritionist Coordinator
Medical Assistance Outreach Coordinator

Salary Grade 006

Environmental Health Supervisor

Salary Grade 007

WIC Program Manager
Well Women's Programs Manager

The position under study has some similarities with the Health Project Coordinator positions in Salary Grade 004 but overall appears to have a greater scope and level of responsibility. For example, the position in Injury and Violence Prevention is in a supportive role to the program coordinator and does not have overall responsibility for a program like the position under study.

In contrast, the Environmental Health Supervisor positions in Salary Grade 006 and the program manager positions in Salary Grade 007 have greater impact and accountability in their respective domains and greater breadth of functional responsibility. They also have greater management and supervisory responsibility than the position under study.

New Position
Tobacco Control Program Coordinator . . . #4

.October 22, 2002

The positions in Salary Grade 005, however, compare more favorably to the position under study. All positions are recognized as the "point person" in their respective areas and operate with a high degree of independence and authority to represent the department such as in Common Council committee meetings. The Injury and Violence Prevention Program Coordinator does not have the subcontracting responsibilities of the tobacco position but it does supervise 2 professional positions and is responsible for the 33-member Milwaukee Commission on Domestic Violence and Sexual Assault. The Nutritionist Coordinator position has no supervisory or contract responsibility but it has citywide responsibility for a broader technical area requiring a degree in Nutrition as well as registration and State certification. The Medical Assistance Outreach Coordinator position shares extensive community contact responsibilities with the tobacco position while supervising a small staff. The impact on the population this position serves is very significant considering the consequences of not having health insurance or knowing where to obtain assistance.

Given the scope of the duties and responsibilities described above and the comparisons with other Health Department positions, it is recommended that this position be placed in Salary Grade 005. We also recommend the following profile on the factor comparison system used to evaluate and classify management positions:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	5	79
Knowledge and Skills	4	57
Relationships Responsibility	7	46
Working Conditions	2	07
	Total Points	189

Salary Grade 005 Points: 175-200

In summary, we recommend classifying this position as Tobacco Control Program Coordinator in Salary Grade 005.

Prepared by:



Timothy J. Keeley, Human Resources Representative

Reviewed by:



Florence H. Dukes, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: October 22, 2002

Incumbents: Eldon Gartzke

Department: DPW – Water Works

Present	Request
Title: Water Systems Analyst	Title: Study of position
Salary: Salary Grade 7 (\$46,785-\$65,496)	Salary: Study of position
Step: Step 12 \$65,496	Source: Department
<p>Recommendation:</p> <p>Title: Network Manager</p> <p>Salary: Salary Grade 10 (\$56,651- \$79,313)</p> <p>New Rate: \$68,060</p>	
<p>Rationale: Based on the expanded duties and responsibilities for a larger, more complex Customer Information System (CIS) and overall responsibility for the Water Works billing system as well as internal equity with other Information Technology positions the Department of Employee Relations recommends that this position be reclassified from Water Systems Analyst in Salary Grade 7 to Network Manager in Salary Grade 10.</p>	
<p>History of Positions: This position was previously located in the Department of Administration-Information Systems Division (ISD) and was moved to DPW-Water Works in 1992. In 1998 the position was retitled from Systems Analyst –Senior in Salary Grade 7 to Water Systems Analyst in Salary Grade 7. The position was not included in the 1998 study of Information Technology positions at the request of the department. The department was in the midst of several technological changes and felt it would be better to wait until some of the changes were settled before determining the title and level of the position under study. In June of 2000 Milwaukee Water Works requested that this position be studied for reclassification.</p>	

Action Required:

In the Salary Ordinance, under Salary Grade 7, delete the title "Water Systems Analyst".

In the Positions Ordinance, under Department of Public Works-Water Works, Business Organization, Technical Services, delete one position of Water Systems Analyst and add one position of Network Manager.

Background:

In a letter dated June 29, 2000. Carrie Lewis, Superintendent of Milwaukee Water Works, requested that the position of Water Systems Analyst be studied for reclassification. The reasons for the request was that the position had not been studied since sometime before 1992 when the position was moved from the Department of Administration – Information Systems Division (ISD) to Milwaukee Water Works and there had been significant changes in compensation for IT positions. At the time of the City-wide study of Information Technology (IT) positions in 1998 Milwaukee Water Works had requested that this position not be studied since they were at the beginning of a period of rapid technological change. The position was retitled, however, from Systems Analyst-Senior in Salary Grade 7 to Water Systems Analyst in Salary Grade 7. The new title indicated where this position was located and distinguished it from the other Systems Analyst – Senior positions which were reallocated from Salary Grade 7 to Salary Grade 8.

Due to the freeze on classification studies the study of this position was put on hold. At the Finance and Personnel Committee meeting on July 11, 2002 the Department of Employee Relations (DER) was asked to review the classification studies on hold to see if there were any studies that were particularly warranted. DER did review the studies and felt an exception should be made for this position. A questionnaire was completed by the incumbent. Discussions were held with the incumbent; Carrie Lewis, Water Works Superintendent; and Dale Mejaki, Administration and Projects Manager.

Duties and Responsibilities:

The basic function of this position is to lead the Technical Services Group in managing and coordinating projects, plan, develop, administer and support a complex set of networked and nonnetworked systems essential to the functioning of Water Works and insure technical support is provided for approximately 445 employees in Water Works. The duties and responsibilities are as follows:

- Develop and implement strategies to protect critical Water Works data processing systems hardware, software and data from destruction or corruption and unauthorized access
- Identify critical systems hardware, software and data. Develop and execute a backup and disaster recovery plan.
- Select and purchase software and hardware. Ensure quality of products or services received.
- Install new software and hardware. Test and troubleshoot hardware and software through documentation or vendor contact.
- Lead activities of Technical Services Group which include maintaining system and network operability, analyzing network performance, ensuring data integrity and recoverability, operating the data center and print room, providing maintenance for all hardware and software, and providing "on call" support for emergency and off-hour problems.
- Act as a technical consultant for managers providing advance level analysis for future needs. Develop plans for systems and network development. Estimate costs and assist in the preparation of budgets.

Changes in the Position:

When this position was first moved in 1992 from the Department of Administration - ISD to the Department of Public Works - Water Works it was responsible for running and supporting a much smaller, less complex CIS System on one application server and making recommendations for Premium Accounting. Now, this position is responsible for running and supporting a much larger and more complex CIS System and has primary responsibility for several servers and approximately 200 personal computers. The previous system billed only for water and sewer services but now is considered the City Services bill and includes fees for solid waste and snow and ice. The position is also now responsible for recommending hardware and software for all of Water Works. The position also serves as a leadworker for the Technical Services Group in Water Works. This group includes a Network Coordinator-Senior and a Network Coordinator-Associate position. One of these positions operates SCADA (Supervisor Control And Data Acquisition) which operates the water plants. The position under study is the backup for SCADA and takes the lead for all other Water Works systems. It should be noted that Milwaukee Water Works is in the process of filling the new position of Water Security Manager. This new position will take on some of the security duties but the position under study will still have oversight of system security..

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 Classification Plan separately on each of four job evaluation factors:

- Impact and Accountability Weighted 45%
- Knowledge and Skill Weighted 35%
- Relationships Responsibility Weighted 15%
- Working Conditions Weighted 05%

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.

Analysis:

As part of the analysis for this position the 1998 IT study as well as other related classification reports were reviewed. The IT study made a distinction between positions located in the Department of Administration - Milwaukee Information Systems (DOA-MIS) and those located in line departments. The Systems Analyst - Senior positions in Salary Grade 7 were upgraded to Salary Grade 8 and are all located in (DOA-ITMD) (previously DOA-MIS). Their basic function is to provide advanced-level systems analysis, serve as a consultant, provide design and development services, and assist with defining and managing customer engagements.

The information technology jobs in line departments were divided into three major job families:

- Network Installation, Operation and Management
- Business Systems Operation and Management
- Telecommunications Design, Installation Operation and Management

The position under study fits in best with the Network Installation, Operation and Management job family. Employees in these positions usually evaluate vendor products in hardware, software and telecommunications equipment and recommend purchases; recommend and implement local area network (LAN) policies and standards; ensure adherence to security procedures; maintain contact with outside organizations to maintain service, and/or purchase items related to the LAN; and train users on local area/wide-area networks (LAN/WAN) operations and procedures.

Within this job family there is the Network Analyst Series which consists of bargaining unit positions, Network Coordinator Series which consist of management pay plan jobs in salary grades 2,4 and 6 and the High Level Manager series. The High Level Manager series consists of the following titles and salary grades:

- Network Administrator in Salary Grade 8
- Network Manager in Salary Grade 10
- Information Technology Manager-MFD in Salary Grade 11
- Network Planning Manager in Salary Grade 12

A Network Administrator in Salary Grade 8 has independent responsibility for a medium-size LAN or WAN operating in a small to medium size City department. A Network Manager in Salary Grade 10 has independent responsibility for a LAN or WAN that is on a larger scale and impact than that associated with Network Administrators in Salary Grade 8. The Information Technology Manager-MFD in Salary Grade 11 is specific to the Fire Department and manages the computer-aided dispatch (CAD) system which responds to approximately 100,000 requests for help per year and 72% of these requests are generated by the 911 system. The Network Planning Manager in Salary Grade 12 is responsible for the design, maintenance, and operation of very complex data and telecommunications systems supporting approximately 1,000 users throughout the Department of Public

Works and other City departments. This position also supervises a staff of 12 including several professional IT positions.

There are three Network Manager positions in the City Service. They are located in Municipal Court, Neighborhood Services and the Library. The basic function of the position in Municipal Court is to direct, plan, budget, coordinate, and prioritize technology-related projects of the Municipal Court. The position manages day-to-day operations and assures the availability and security of the court's information resources on a 24hour/7day basis. Although the Municipal Court is a smaller department the position has responsibility for a large-scale LAN/WAN and the consequence of error is high both internally and by those affected by court decisions. The basic function of the position in Neighborhood Services is to develop and manage computer related projects for the Department of Neighborhood Services (DNS). The position is responsible for system development, network administration, and systems budgeting and monitoring. There are several hundred users of the system from both within the department and from other City departments. The basic function of the position in the Milwaukee Public Library (MPL) is to be responsible for the development, installation, security and support of automation-related services within all MPL agencies. This includes Multiple LAN's in 13 city libraries, over 500 networked PC's, full internet connectivity to all network devices and dedicated connection to network services from the Milwaukee County Federated Library System (MCFLS). Duties include coordination of network administration, research and development of library technology, and coordination of user support.

The position under study appears to best fit the Network Manager classification in Salary Grade 10. Like other Network Managers this position also has independent responsibility for a large scale LAN/WAN with a high consequence of error since the billing system facilitates the collection of \$120 million dollars annually and the SCADA system for which he is a backup provides drinking water and fire protection. With the new duties and responsibilities the four management job evaluation factors should change as follows:

	Current		Recommended	
	Level	Points	Level	Points
Impact and Accountability	8	120	10	158
Knowledge and Skills	6	80	9	130
Relationship Responsibilities	6	38	9	67
Working Conditions	1	5	1	5
		243		360
			Salary Grade 10 is 352-404 points	

The level for Impact and Accountability should be increased from 8 to 10 to reflect the greater scope of responsibility for the much larger and more complex CIS System and primary responsibility for several servers and approximately 200 personal computers.

The level for Knowledge and Skills should be increased from 6 to 9 to reflect the need to know and understand a much larger and more complex CIS System and be able to estimate costs and assist in budgeting for new software and hardware.

The level for Relationships Responsibility should be increased from 6 to 9 to reflect the new responsibility to maintain contact with vendors for hardware and software needs for all of Milwaukee Water Works, serve as a leadworker for the Technical Services Group, and work with Water Works staff to troubleshoot and provide support for problems with networks and stand alone computer equipment.

The level for Working Conditions seems appropriate since there has not been a major change in this area.

These changes would result in the position being placed in Salary Grade 10. The title of Network Manager better describes the current duties of this position and is consistent with the titles in the Network Installation, Operation and Management job family.

Recommendation

Based on the above analysis, we recommend the position of Water Systems Analyst in Salary Grade 7 be reclassified to Network Manager in Salary Grade 10.

Prepared by: *Sarah Trotter*
Sarah Trotter, Human Resources Representative

Reviewed by: *Florence Dukes*
Florence Dukes, Employee Relations Director

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