



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

July 14, 2016

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

Dear Committee Members: Re: Common Council File Number 160405

The following classification and pay recommendations were approved by the City Service Commission on **July 12, 2016**.

In the Library, one position classified as Marketing and Public Relations Officer, Pay Range 1FX, was recommended for retitle to Community Relations and Engagement Director, Pay Range 1FX and a footnote was recommended to provide recruitment at any rate in the pay range with approval of the Department of Employee Relations and the Chair of Finance and Personnel...

In the Municipal Court, one position of Administrative Services Supervisor, Pay Range 1BX was recommended for reclassification to Court Administrative Coordinator, Pay Range 1CX.

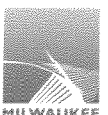
The job evaluation reports covering the above positions, including the necessary Salary and Positions Ordinance amendments, are attached.

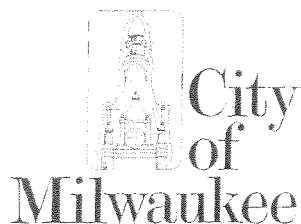
Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw
Attachments: Job Evaluation Report
Fiscal Note

C: Mark Nicolini, Dennis Yaccarino, John Ledvina, Nicole Fleck, Paula Kiely, Jennifer Meyer, Arvis Williams, Sheldyn Himle, Jane Islo, and Deborah Taylor





Department of Employee Relations

July 8, 2016

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

Paula Kiely
Milwaukee Public Library Director
Central Library
814 W. Wisconsin Ave

Dear Ms. Kiely:

The attached report will be considered for action by the City Service Commission at the meeting scheduled for 1:30 p.m., Tuesday, July 12, 2016.

If you disagree with this report and wish to appeal, written comments specifically describing the basis of the appeal should be sent to the Department of Employee Relations. The appeal must be received within ten calendar days of the date of this letter. An appeal hearing will then be scheduled at a subsequent Commission meeting.

If you have any questions, please call me at extension 3387.

Sincerely,

Andrea Knickerbocker
Human Resources Manager

AK:fcw

Attachment

C: Arvis Williams



Job Evaluation Report

City Service Commission Meeting: July 12, 2016

Library

Current	Request	Recommendation
Marketing and Public Relations Officer PR 1FX (\$62,338 - \$87,270)	Community Relations and Engagement Director PR 1GX (\$66,435 - \$93,010)	Community Relations and Engagement Director PR 1FX (\$62,338 - \$87,270) FN: Recruitment at any rate in the pay range with approval of DER and the Chair of Finance and Personnel.

Actions Required – Effective Pay Period 16, 2016 (July 17, 2016)

In the Salary Ordinance, under Pay Range 1FX, delete the title "Marketing and Public Relations Officer" and add the title "Community Relations and Engagement Director (3)".

In the Positions Ordinance, under Library, Administrative Services Decision Unit, Administration Bureau, Communications and Marketing Section, delete one position of "Marketing and Public Relations Officer (X)(Y)" and add one position of "Community Relations and Engagement Director (X)(Y)".

Background

Library Director Paula Kiely has requested the reclassification study of a vacant position of Marketing and Public Relations Officer to Community Relations and Engagement Director based upon changes to the position's responsibilities. A new job description was provided and discussions were held with Paula Kiely and with Arvis Williams, Library Personnel Officer.

Duties and Responsibilities

This position will be responsible for increasing the number of library patrons engaged with the library; and bridging the gap between the available library resources and the potential audiences that can benefit from those resources as identified within the Library's strategic plan. This position will also work strategically and collaboratively to increase community awareness of Library services and to build the perception of the Library's relevance in their lives; manage the Library's brand; and work as a member of the Library's Executive Team. Duties and responsibilities include:

45% Community Engagement

- Engage the community by directing the development and execution of an annual marketing plan that aligns with the Library's strategic plan and annual priorities.
- Lead and manage the Library's awareness campaign in collaboration with the Milwaukee Public Library Foundation (MPLF) and community partners; manage the project budget and coordinate with partners on media planning, buying and design production; and work with consultants and staff on relation major events and outreach strategies.
- Plan and execute all marketing and communication related to the Branch Redevelopment Campaign including special events such as media previews, ground-breakings, and opening day celebrations.
- Direct the design of the Library's website and the social media strategy.

- Gather and analyze community feedback through surveys, focus groups and other data-gathering techniques; and use feedback and market segmentation data from the Library's strategic plan to develop communication plans.

25% Branding and Communications

- Oversee and manage the Library's brand, ensuring that all communication, messaging, and design have a consistent look; develop plans and methods for protecting the Library's brand; and develop and train staff on use of the Library's Style Guide.
- Responsible for all official communication including press releases, articles, signage, blogs and related media.
- Plan and produce an annual report of Library activities for distribution to stakeholders in collaboration with the MPLF.
- Direct and oversee the design of all printed collateral including flyers, reports, stationery, posters and calendars; and maintain adequate quantities of consumable materials.
- Manage photography services through the use of in-house and contract photographers; direct photography to ensure sufficient resources to document activities and to create a library of work for the production of publications; and manage a collection of images.
- Direct all editorial work including content, writing, and editing; and write for the Library Director, and others as directed, including speeches and PowerPoint presentations.

10% Community Relations

- Represent the Library in the community and maintain relationships.
- Direct Public & Media Relations using methods and practices to build trust and exposure to target markets; and select Library staff for media interviews and train them in effective techniques and presentation skills for public and media appearances.
- Manage requests for commercial filming and photography in Library buildings.

20% Planning and Administration

- Serve on the Library's Executive Team, helping to set strategic priorities and developing appropriate capital and operating budgets related to marketing and communications.
- Develop short and long-term plans to meet objectives.
- Seek improvements in practices and policies to streamline operations and achieve cost savings; and be proactive in planning for annual jobs, deadlines, and priority projects and initiatives while leaving room for last-minute requests.
- Oversee the performance and development of direct reports, providing team members with meaningful work and opportunities for growth, innovation, and leadership development; and provide internships to high school and college students.
- Analyze the demand for services and seek appropriate levels of resources to meet the priorities of the Library and the needs of the community; and develop budgets for grant applications and ongoing service programs.
- Undertake relevant professional development activities and stay abreast of major trends in marketing, public relations, branding, and other relevant fields; serve as the Librarian-in-Charge at the Central Library; assume command of the library in the absence of the Director, Deputy Director, and two Assistant Directors; and assume other administrative responsibilities and projects as assigned by the Library Director.

Minimum requirements include a Bachelor's degree in Marketing or closely related field; and five years of experience in marketing that includes at least three years with supervisory or management responsibilities. Equivalent combinations of education and experience may also be considered. These requirements have not been assessed for staffing purposes.

Analysis and Recommendation

This position was last studied in 2006 when the title was changed from Librarian V in Salary Grade 09 to Marketing and Public Relations Officer in Salary Grade 09. At that time the position was responsible for managing the Library's communication and marketing program to further improve public understanding and use of library facilities, resources, and services. Duties and responsibilities included coordinating and supervising the preparation of information, illustrative materials and other data related to the Library's resources and services for print and electronic publications, the press, television and radio; developing and implementing an effective communication and marketing plan for the Library's services, resources and facilities; planning and assisting in executing programs with the Library Director, management staff, and the MPLF (Milwaukee Public Library Foundation) Director; coordinating radio and television activities to effectively take the library into the homes of the community; and consult with staff to plan and show displays that introduce and relate library materials to events and current topics of interest.

This position will continue to perform many of the same duties and responsibilities but will now have greater responsibility for increasing the number of library patrons engaged with the library and bridging the gap between the library resources and the potential audiences who can benefit from them consistent with the Library's strategic plan; and will work strategically and collaboratively to increase community awareness of Library services and programs and build the perception of the Library's relevance in their lives. With these changes in mind comparisons were made to other positions in the City of Milwaukee including the following.

Public Information Manager, Common Council-City Clerk's Office, PR 1FX (\$62,338 - \$87,270)

Responsible for public relations counseling, writing, design, photography, graphics services, television production and broadcasts, and internet services for the Common Council and City Clerk's Office; provides city officials with the expertise, equipment and means to inform the public about city government programs and issues; and oversees a staff of nine including the Public Relations Supervisor and the City Channel Manager.

Marketing and Communications Officer, Department of Public Works, PR 2JX (\$62,338 - \$87,270)

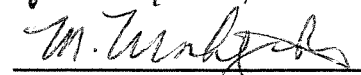
Manages staff and functions associated with marketing and communications, media, and community relations, and graphics and web services for the Department of Public Works (DPW); serves as the public information officer and media liaison for DPW; represents DPW at community events and meetings of various committees and task force groups; and is responsible for drafting, executing, and overseeing a consistent, long term public relations plan.

Comparisons were also made to positions in other jurisdictions including Dayton, Ohio; Maricopa County, Arizona (Phoenix); San Francisco, California; and Washington State's Island and Snohomish County. Pay data for related titles from the Economic Research Institute (ERI) were also reviewed. A comparison to the internal City positions, positions in other jurisdictions, and to pay data for a number of related titles through ERI indicate that the current level of pay, Pay Range 1FX (\$62,338 - \$87,270), is appropriate. In recognition of the new focus of the position and some of the unique duties and responsibilities we recommend adding recruitment flexibility to appoint at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Recommendation

We therefore recommend a title change for this position of "Marketing and Public Relations Officer" in Pay Range 1FX to "Community Relations and Engagement Director" in Pay Range 1FX with a footnote designation to allow recruitment at any rate in the pay range with approval of DER and the Chair of the Committee on Finance and Personnel.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

July 8, 2016

Ms. Sheldyn Himle
Chief Court Administrator
Municipal Court
951 N. James Lovell Street
Milwaukee, WI, 53233

Dear Ms. Himle:

The attached report will be considered for action by the City Service Commission at the meeting scheduled for 1:30 p.m., Tuesday, July 12, 2016.

If you disagree with this report and wish to appeal, written comments specifically describing the basis of the appeal should be sent to the Department of Employee Relations. The appeal must be received within ten calendar days of the date of this letter. An appeal hearing will then be scheduled at a subsequent Commission meeting.

If you have any questions, please call me at extension 3387.

Sincerely,

Andrea Knickerbocker
Human Resources Manager

AK:fcw

Attachment

C: Jane Islo and Deborah Taylor



Job Evaluation Report

City Service Commission Meeting: July 12, 2016

MUNICIPAL COURT

Current	Requested	Recommended
Administrative Services Supervisor PR 1BX (\$48,294 - \$67,616)	Business Operations Manager PR 1EX (\$58,462 - \$81,844)	Court Administrative Coordinator PR 1CX (\$51,469 - \$72,063)

Actions Required – Effective Pay Period 16 (July 17, 2016)

In the Salary Ordinance, under Pay Range 1CX, add the title "Court Administrative Coordinator".

In the Positions Ordinance, under Municipal Court, Management and Administration, delete one position of "Administrative Services Supervisor" and add one position of "Court Administrative Coordinator".

Background

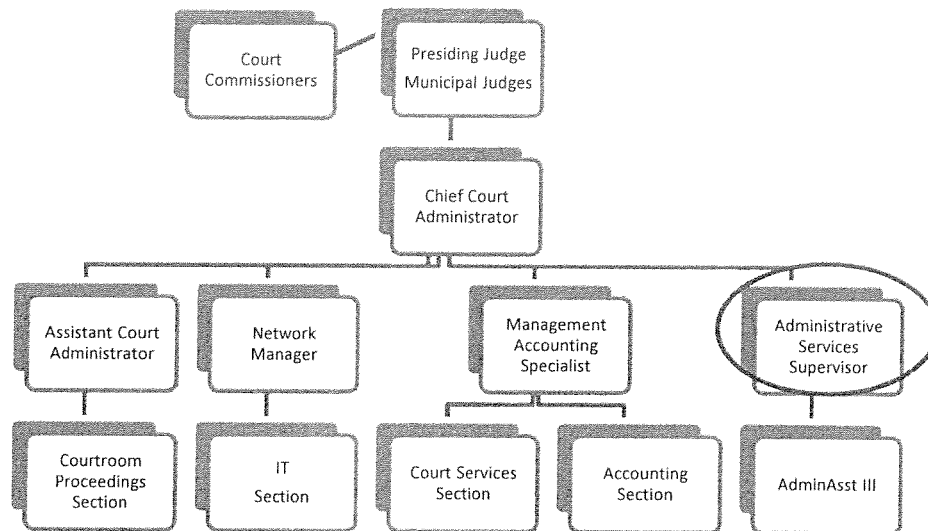
In November of 2015, the Department of Employee Relations received a request to reclassify the position of Administrative Services Supervisor, Pay Range 1BX (\$48,294 - \$67,616) in the Municipal Court to Business Operations Manager, Pay Range 1EX (\$58,462 - \$81,844). The rationale put forth for this request was that the position appeared to have the same level of responsibility as other Business Operations Managers in City government. In studying this position, the staff reviewed a revised job description for the position submitted by the Court, interviewed the employee performing the job at her worksite, and held discussions with Sheldyn Himle, Chief Court Administrator, and Jane Islo, Assistant Court Administrator. Additionally, comparative job descriptions submitted by the Court were reviewed.

Duties and Responsibilities

The basic function of this position is to manage the day-to-day business operations of the Court. These duties and responsibilities include the following:

- Preparing an annual budget of 3.3 million and managing all expenses throughout the year. Operating expenses—which include contracts for professional services, office supplies, and equipment rental—equaled \$456,500 in 2016. The employee performing the job appears at the Finance and Personnel Committee regarding anything related to the department's budget such as example carry-over requests.
- Purchasing for all services, materials, and supplies, except for IT hardware and software, which is limited to ensuring that purchasing procedures are correctly followed.
- Managing contracts includes the following: a mailing contract with the State of Wisconsin for \$190,000; \$40,000 MOU with Police Department for custodial services; reimbursable services equaling some \$57,600, and a \$50,000 contract for a Court Alternative Program.
- Managing the repair and renovation of all Court and criminal justice facilities consisting of a security and screening area, a large reception/intake area that includes a cashiering area, four court rooms, three Judges' chambers, five individual offices, four bathrooms, a work area and facilities for case preparation, employee break room, an IT hardware area, and storage areas. The security area is the jurisdiction of the Police Department. (The Court has recently undergone several remodeling projects including a complete remodel of a court room in Milwaukee County's Criminal Justice Facility and the relocation of six offices.) In addition, facilities maintenance requires changes in equipment, technology, facilities, and furnishings on a steady basis.
- Ensuring that the Court's payroll is processed correctly
- Supervising an Administrative Assistant III position with responsibility for payroll operations for 36 employees and other responsibilities.

Municipal Court Organization Chart
Source: Department's Web Page



In 2010, this position was reclassified to its current title of Administrative Services Supervisor. The report at that time stated that the Administrative Services Supervisor would have the following responsibilities:

- Facilities management
- Contract administration
- Budget development and oversight
- Supervision of a staff of 9 (Primarily located in the Court Services Section)
- Safety coordination
- General office administration

An attachment to the job description submitted by the department contained detailed information about the duties and responsibilities of the position in all these areas. The minimum requirements for the position, as indicated in that job description, included a bachelor's degree in public administration or related area; supervisory experience, preferably in a unionized environment; experience developing and overseeing budgets; experience with payroll and benefits administration and personnel processes; and experience with facilities management.

Changes to the Position

In May of 2015, the previous incumbent of this position transferred to the Management Accounting Specialist (Pay Range 1BX) in the Municipal Court and the current incumbent was promoted into the Administrative Services Supervisor position. At the same time the responsibility for supervising the Court Services Section was moved from the Administrative Services Supervisor to the Management Accounting Specialist. The employees in the Court Services Section prepare the documentation for cases that will be heard in Court and answer questions regarding procedures and documentation. Therefore the job under consideration no longer has responsibility for supervising the Court Services Section. In this respect, the level of supervisory responsibility associated with the job has decreased.

In contrast, the job analysis indicates that the incumbent of the position has more autonomy in the areas of budget development and management, including independently developing the Court's budget, spending monies, making end-of-year spending recommendations, and directly answering questions from the Budget Office and Finance and

Personnel Committee of the Common Council. In addition, the employee performing the job negotiates with contractors to obtain cost-effective services and supplies, manages contracts to ensure compliance, and oversees all purchasing for the Court. Importantly, the employee performing the job has full authority and autonomy in regard to managing the Court's facilities.

During the recent past, the responsibility for facilities management appears to have assumed a larger role. Over the next 18 months, this facilities management role will become critical when the Court's operations move to a temporary location while its facilities are remodeled. The increase in autonomy for facilities management is noteworthy in that these changes will impact the thousands of members of the public that use the Municipal Court Services and that participate in court proceedings. The Court's facilities must be running smoothly at all times to accommodate the public.

In addition, the job analysis indicates that the level of knowledge and skill required to successfully coordinate renovation projects has also increased. The job requires a high degree of coordination with many different individuals including contractors, Information Technology staff, subcontractors, the Department of Public Works, Police Department, Milwaukee County staff, vendors, and others in order to successfully perform the job. The fact that this position is the sole employee responsible facilities management also adds a good deal of responsibility to the job.

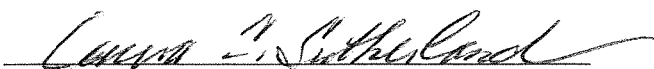
Analysis and Recommendation


The department has requested that this position be reclassified as a Business Operations Manager. At the present time there are three positions in that job classification, all of which function in the Department of Public Works. One manages all the staff and operations associated with payroll and benefits administration for the Department. The other two positions have evolved into accounting supervisors and consequently do not provide a good basis of comparison to the Administrative Services Supervisor.


The chart attached to this report provides an overview of the scope of responsibility exercised by various classifications in city government that perform administrative and business operations functions. Some aspects of the job under consideration, such as its independence and having the sole responsible for administrative functions, are equivalent to the BOZA Administrative Coordinator. The knowledge and skill required in the position under study are now comparable to that of a Budget and Management Analyst-Senior or Procurement Specialist in that those positions require a college degree and two years of related work experience.

In summary the analysis indicates that the increased responsibility for facilities management has strengthened the job, and the increase in knowledge and skill required supports reclassification to Pay Range 1CX comparable to the level of the BOZA Administrative Coordinator.

It is therefore recommended that the position in of Administrative Services Supervisor in the Municipal Court be reclassified to the new title of Court Administrative Coordinator in Pay Range 1CX.

Prepared By: 
Laura Sutherland, Human Resources Representative

Reviewed By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Maria Monteagudo, Employee Relations Director

Job Classifications Related to Departmental Business Operations

Source: 2016 Adopted Budget

Department of Employee Relations

July 12, 2016

	Department Budget	Operating Expenditures, Equipment, and Special Funds		Authorized Positions	Comments
Water Works Water Financial Manager PR 11X (\$74,478-\$105,669)	\$87.8 M	Operating Equipment Special	\$49.4 M \$2.7 M \$7.4 M	381	Public utility, subject to different and additional accounting and reporting requirements to the PSC and other agencies
Police Police Budget and Administration Manager PR 1HX (\$70,827 - \$99,154)	\$277.2 M	Operating Special	\$15.6 M	2,776	
DOA – ITMD Policy and Administration Manager PR 2LX (\$70,827 - \$99,154)	\$8.7 M	Operating Special	\$1.2 M \$1.6 M	83	Centralized IT Operation Large reimbursable budget
Water Works Water Business Operations Manager PR 1GX (\$66,435 - \$93,010)	\$87.7 M	Operating Equipment Special	\$49.4 M \$2.7 M \$7.4 M	381	Public utility, subject to different and additional accounting and reporting requirements to the PSC DNR and other agencies
Neighborhood Services Business Ops Manager-Neighborhood Services PR 1FX (\$62,338 - \$87,270)	\$21.9 M	Operating Equipment Special	\$1.5 M \$2 M	293	Position is responsible for administrative functions—budgeting, purchasing—as well as human resources and employee relations.
Library Library Business Operations Manager PR 1FX (\$62,338 - \$87,270)	\$23.5 M	Operating Equipment Special	\$2.9 M \$2 M \$13,182	358	Library has independent contracting and purchasing authority.
Health Business Operations Manager-Health PR 1FX (\$62,338 - \$87,270)	\$13.6 M	Operating Equipment Special	\$1.9M \$5,000 406,430	252	Most Health programs are funded by grants, increasing the complexity of accounting, budgeting, and reporting. Responsible for administration and facilities management
Port of Milwaukee Port Finance Officer PR 2JX (\$62,338 - \$87,270)	\$4.8 M	Operating Equipment Special	\$933,000 \$2M	37	International trade. Board of Harbor Commissioners
City Attorney Special Assistant to the City Attorney PR 1FX (\$62,338 - \$87,270)	\$7.9 M	Operating Equip Special	\$405,300 \$87,000 \$60,000	65	Elected Official's Office
Common Council-City Clerk Council Administration Manager PR 1FX (\$62,338 - \$87,270)	\$9.3 M	Operating Equipment Special	\$865,725 \$40,100 \$57,035	128	Elected Officials
Municipal Court Administrative Services Supervisor PR 1BX (\$48,294 - \$67,616)	\$3.3 M	Operating Equipment Special	\$456,400 \$6,000 \$40,000	41	Elected Officials High public use of Court facilities.
City Development Administrative Services Supervisor PR 1BX (\$48,294 - \$67,616)	\$4.8 M	Operating Special	\$256,950 \$250,000	133	Facilities, equipment, liaison with Common Council, open records requests
Assessor's Office Administrative Services Supervisor PR 1BX (\$48,294 - \$67,616)	\$4.8M	Operating Special	\$383,000 \$106,000	57	