



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Troy M. Hamblin**  
Labor Negotiator

April 23, 2009

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

Dear Committee Members:

Re: Common Council File Number 081291

The following classifications and pay levels were approved by the Board of Fire and Police Commissioners on April 23, 2009:

In the Police Department:

Two new positions were classified to Crime Analyst, PR 598.

One position of Office Assistant III, PR 425 held by Shelley Correa was retitled to Office Assistant IV, PR 445.

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: 2 Job Evaluation Report  
Fiscal Note

c: Mark Nicolini, Jennifer Meyer, Marianne Walsh, Troy Hamblin, Nicole Fleck, Joe Alvarado, Michael Tobin, Chief of Police Edward Flynn, Assistant Chief of Police Dale Schunk, Assistant Chief of Police Monica Ray, Lieutenant of Detectives, John Malloy Hagen, Nicole Demotto, Ronnette Nelson, Valarie Williams, Deputy Inspector of Police, Denita Ball, Lieutenant of Police, Kurt Leibold, Shelley Correa and John Whitman (ALEASP),

**JOB EVALUATION REPORT**

Fire & Police Commission Meeting: April 23, 2009

This report recommends an appropriate classification and compensation level for two new positions in the Police Department. In reviewing this position, staff analyzed a new job description and held discussions with Lieutenant of Detectives John Malloy Hagen, Personnel Analyst-Senior Ronnette Nelson, and Crime & Intelligence Specialist Nicole DeMotto. The following chart summarizes the recommendation.

Current	Request	Recommendation
2 New Positions	Crime Analyst-2 positions SG 05 \$47,109 - \$65,957	Crime Analyst-2 positions Pay Range 598* \$52,170 - \$63,366

\*2006 rates

**Action Required**

In the Salary Ordinance, under Pay Range 598, add the title "Crime Analyst 2"

2/ Appointment may be up to the fifth step of pay range 598 with the approval of the Department of Employee Relations and the Chair of Finance & Personnel Committee.

In the Positions Ordinance, under Police Department, Operations Decision Unit, Intelligence Division, Auxiliary Personnel, delete two positions of "Crime Analyst"; under Crime Analysis, add two positions of "Crime Analyst."

**Background**

The Police Department has requested the classification of two new civilian positions of Crime Analyst. This job description received from the department indicates these positions will be responsible for collecting and analyzing crime data to discover developing trends in criminal activity through use of mapping and other analytic software. These positions duties will have a impact on the Criminal Investigation Bureau, Patrol Bureau and external local, State, and Federal agencies.

Specific duties, responsibilities, and requirements include:

- Research and Monitor Developing Crime Trends
  - Produce information related to crime trends to assist the department's operational and administrative personnel in preventing and suppressing criminal activities, aiding the investigation process, increasing apprehension of offenders and clearing cases.
  - Prepare data used to make recommendations on manpower deployment and resource allocation
  - Maintain statistical reports that detail the results of analysis, conclusions, and recommendations
  - Prepare periodic statistical reports for department commanders
  - Measure and forecast long-term public safety related activity related to problem solving, intervention and crime reduction efforts.
- Maintain databases on probation and parole information provided by the Wisconsin Department of Corrections and United States District Court
- Collect, analyze and interpret data received from various departmental units and other law enforcement agencies.

- Analyze crime information from Federal, State and local law enforcement agencies and other related duties.
- Maintain proficiency with GIS software and crime analysis methods and tools
- Maintain confidentiality and integrity of information and investigations
- Attend job related training and conferences
- Coordinated system activity with Information Division staff
- Assist members of the department, elected officials and community members in obtaining data from systems to which they have access
- Train department members on access to and analysis of data
- Maintain maps for active court cases for use at trials

The positions require a related Bachelors Degree and at least one year of experience conducting complex statistical analysis using statistical computer programs. Experience with statistical computer programs such as SPASS or SAS and experience working with GIS software, computer databases and spreadsheets. Knowledge of police computer systems and IACA certification are desirable. Although these requirements appear reasonable, they have not yet been validated for staffing purposes.

Critical knowledge, skills and abilities include:

- Ability to collect analyze, and interpret data and statistics using quantitative and qualitative methodology
- Ability to prepare and present complex statistical reports
- Ability to effectively participate in team efforts to improve/develop departmental programs and services
- Ability to exercise judgment and discretion in completing assigned tasks.
- Ability to communicate orally and in writing to effectively prepare and present findings to Command-level officers and other local, State and Federal law enforcement officials
- Knowledge and experience with computer systems in conducting research, analyzing data, and presenting and communicating findings.

**Comparisons with other City Positions**

In determining the appropriate rate of pay for these new positions, we considered other positions with similar impact and responsibility including:

Title	Pay Range	Department	Minimum	Maximum
Research & Policy Analyst	05	Fire & Police Commission	\$47,109	\$65,957
FPC Investigator/Auditor	07	Fire & Police Commission	\$53,519	\$74,922
GIS Analyst	598	DOA-ITMD	\$52,170*	\$63,366*

\*2006 rates

FPC Investigator/Auditor, SG 07

These positions investigate complaints filed against members of the Police and Fire Departments arising from misconduct, including violation of Department rules, policies, and procedures. This includes investigating complaints, preparing investigative reports, assisting complainants in filing a complaint, auditing investigations conducted by Police and Fire Departments, maintaining statistics of citizen complaints; and identify trends and necessary corrective action. The position requires a related Bachelor's Degree and five years experience in investigating local, state, or federal criminal/military offenses or related work.

Research and Policy Analyst, SG 05

This position conducts extensive and in-depth research and analysis of various public safety issues; and provides guidance and advice to the Executive Director, the Board of Fire and Police Commissioners, and the Fire and Police Chiefs regarding findings and recommendations. This includes conducting extensive and in-depth research and analysis of various public safety issues such as crime data, fire suppression, personnel deployment and budget and resource allocation and prepares related reports. Reviews and analyzes public safety data from the Fire and Police department maintains data for the Fire and Police Commission website. The position requires a related Bachelors degree and three years related experience.

GIS Analyst, PR 598

The position analyzes and maintains the parcel base map for the City of Milwaukee using the Geographic Information System (GIS). The position uses and interprets source data from the Department of Public Works-Infrastructure Services and the Assessor's Office databases. The position works with both internal and public customers, determines their GIS information needs, and prepares data reports related to these requests. The position acts as a lead worker in the maintenance and support of the parcel geo-database and participates in the Milwaukee County Automated Land Information meetings. The position requires a related Bachelors degree and knowledge of automated mapping/GIS theory and application.

**Analysis**

Under the direction of the Crime & Intelligence Specialist (Salary Grade 09), these new positions will conduct intelligence research that will support investigative operations. This research will involve extracting, compiling, and analyzing factual information on crime patterns and trends using computerized software and databases. The work conducted by these positions will have a direct impact on investigations conducted by the Milwaukee Police Department Criminal Investigation Bureau and Patrol Bureau as well as external local, State of Wisconsin, and Federal agencies.

The duties and responsibilities of these new positions are comparable to those of the Research and Policy Analyst (Salary Grade 05) as they are involved in-depth research and analysis leading to recommendations. There is some comparability to the Investigator/Auditor positions (Salary Grade 07) in preparing investigative reports and identifying trends. These positions also have the added knowledge and skill required of a GIS Analyst (PR 598) which works with GIS and related systems and databases.

The original request from the Chief of Police Edward Flynn requests the title of Crime Analyst in Salary Grade 05. However, because these positions do not have significant administrative management or supervisory responsibilities, our recommendation is to classify this position as non-management. We therefore recommend the non-management Pay Range of 598 for these new positions.

In determining the salary range for this position, staff also considered external rates of pay for similar positions within other jurisdictions including the City of Madison.

A final consideration was the ability of the department to recruit high-quality candidates in a competitive job-market for these positions. For this reason we would recommend the department have authority to recruit up to the fifth step of the pay range 598 with the approval of DER and the Chair of the Committee on Finance & Personnel.

**Recommendation**

Based upon the comparisons to other City of Milwaukee positions and other jurisdictions, it is our recommendation to classify these two new positions as Crime Analysts in Pay Range 598. We further recommend the ability to recruit up to the fifth step of the Pay Range with the approval of Employee Relations and the Chair of the Committee on Finance & Personnel.

Pay Range 598

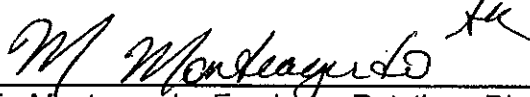
Step	1	2	3	4	5	6
Biweekly	\$2,006.53	\$2,083.56	\$2,163.71	\$2,246.98	\$2,333.68	\$2,437.16
Annual	\$52,169.78	\$54,172.56	\$56,256.46	\$58,421.48	\$60,675.68	\$63,366.16

Prepared by:



Andrea Knickerbocker, Human Resources Manager

Reviewed by:



Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

Fire and Police Commission Meeting Date: April 23, 2009

Department: Police Department

Current	Request	Recommendation
Office Assistant III PR425 (\$31,905-\$35,296)* Incumbent: Shelley Correa Current Rate: Step 5 \$35,296*	Study of Position	Office Assistant IV Pay Range 445 (\$34,767-\$38,474)* New Rate: Step 3 \$36,362*

\*2006 Rates

**Action Required**

In the Positions Ordinance, under Police Department, Administration Services Decision Unit, Professional Performance Division, delete one position of "Office Assistant III" and add one position of "Office Assistant IV".

**Background**

In a letter dated May 23, 2006, Nannette Hegerty, former Chief of Police, requested one position of Office Assistant III in the Professional Performance Division be studied for reclassification. Job Descriptions were reviewed and discussions were held with the incumbent; Denita Ball, Deputy Inspector of Police; Kurt Leibold, Lieutenant of Police; and Valarie Williams, Police Personnel Administrator.

**Duties and Responsibilities**

The basic function of this position is to perform comprehensive, detailed administrative support functions in the Professional Performance Division of the Milwaukee Police Department (MPD). Specific duties, responsibilities and requirements include the following:

- 50% Create, compile, query and analyze records for the Chief of Police, Assistant Chief, Captain, and Fire and Police Commission (FPC); create all discipline, modification, termination, and dismissal orders while adhering to specific contractual guidelines; initiate and compose memorandums for Commanding Officer's signature; prepare files and highly confidential documents for the FPC and City Attorney's Office; create complex reports and statistics provided to the FPC, Department of Justice, and Chief of Police; maintain Commanding Officer's schedule relative to grievance hearings, discipline reviews, and FPC Hearings; review reports/documents created by supervisors for accuracy and comparison purposes; act as a liaison for Office Assistant II positions; and review reports/documents created by Office Assistant II positions.
- 25% Screen calls from command staff and administrative officers; create confidential intra-departmental documents utilized by command staff relative to discipline; prepare files for grievances and FPC hearings; maintain all discipline orders and related documents for

commanding officers; and analyze Use of Force Reports prior to entering data in database.

- 15% Purge confidential files and enter disposition of case in the Division database; edit/modify database relative to dispositions of grievances, appeals, and hearings; and maintain documents submitted by Department personnel relative to investigations.
- 10% Create correspondence and documents for Sergeants, Lieutenants, and Commanding Officer relative to open records requests; provide policy training to Division personnel, including supervisors; complete office support duties including monitoring telephone calls, filing, and copying; complete time cards and enter payroll; and complete special projects assigned by Division personnel.

Requirements for this position include four years of office support experience with at least one year of experience at the Office Assistant II level or above. Job-related coursework may be substituted for up to six months of experience requirement. Other requirements include proficiency in Word and Excel software programs, and language and grammar skills; knowledge of the Rules, Regulations, and Standard Operating Procedures of the Department, and the internal/external complaint process; and an ability to work at a high level of confidentiality, multi-task with a high level of efficiency, and function in high pressure situations.

### **Changes in the Position**

This position is performing a number of new duties including the following:

- Create all discipline, suspension, termination, and discharge personnel orders
- Monitor all discipline and confirm orders are served in a timely manner
- Create statistical reports regarding charges issued and discipline imposed
- Create reports on "comparables" that provide comprehensive information on related discipline and suspensions to assist the Lieutenant and the Chief of Police with decisions on discipline, and the Fire and Police Commission on the review of discipline.
- Plan and prepare investigative files to be assessed by the Chief of Police. This includes prioritizing cases based on deadlines and preparing an itinerary.
- Prepare files for the Fire and Police Commission appeal process and the Police Chief's level of grievances.
- Maintain files on performance evaluations of Police personnel
- Review for completeness and accuracy all documents in charging packages and maintain all employee Case History Reports.
- Prepare letters of notification for commanding officers

The Police Department has restructured the work in the Professional Performance Division so that the position under study is spending a majority of the time performing a number of new duties including those listed above. Some of these duties were previously performed by an Office Assistant IV position in Salary Grade 445 and some were performed by a Sergeant position that has been reassigned to a different area.

## Comparisons

The Division has a total of eight support staff positions; one Office Assistant IV position, two Office Assistant III positions (including the position under study), and five Office Assistant II positions. The Office Assistant IV position has some secretarial duties such as maintaining the schedule for the Division Commander; and typing highly confidential reports and performing other tasks for the Division Commander. This position also performs some general office duties such as processing the mail, answering phones, compiling reports, and updating databases.

The other Office Assistant III position performs data entry and preparation of citizen complaints including recording information regarding citizen complaints or internal violations into a complaint log; preparing and distributing bi-weekly reports to Commanders listing all investigations past 30 days; providing administrative support for drug testing of Department members such as preparing drug tests, entering results into a database and monitoring those who need to be tested such as new members, those who are promoted, those working in sensitive areas, and random drug tests; and preparing and distributing statistical reports for the Fire and Police Commission.

The Office Assistant II positions have duties that include sorting mail for Lieutenants and Sergeants; maintaining the Roll Call Board, Crime Summary Board, and Professional Performance Tracking Board; managing files and databases; typing confidential reports, memos, and letters; preparing charge packets; maintaining and updating law bulletins, discipline bulletins, grievance arbitrations, and labor contracts; preparing caseload report on biweekly basis; entering data for squad accident and use of force reports; and assisting in compiling statistics and creating special reports as requested by the Office of the Chief of Police.

For comparison purposes we reviewed a number of different job descriptions and specifications including those listed below.

### Office Assistant Job Series

This series includes all office positions in City government performing general office duties, as distinguished from those working directly with one or a few managers, professionals, or elected officials in a secretarial capacity.

#### Office Assistant III (Pay Range 425)

Performs diverse and complex duties involving the application of standard procedures to a variety of office assignments. Selects and interprets data, and demonstrates a thorough knowledge of departmental and organizational policies and procedures in assigned area of responsibility. Screens telephone calls, answers questions, and provides information. Some telephone and in-person work may be difficult due to the nature of questions or customers served. Uses advanced features of software packages on a regular basis to produce complex documents. May work with others on a team to complete special projects. May guide and check the work of other employees.

Requirements: Four years of office experience with at least one year of experience at the Office Assistant II level or above. Job-related coursework may be substituted for up to six months of experience requirement.



Office Assistant IV (Pay Range 445)

In addition to all of the duties listed for the Office Assistant III, and the corresponding knowledge, skills, and abilities associated with them, acts as a group leader for lower level employees. Responsibility as a group leader usually includes basic office management such as monitoring equipment and ordering supplies, monitoring and improving office procedures and practices, and directing a small group of employees. May work with others on a team to complete special projects.

AND/OR

Exercises responsibility for a specific function or service area requiring extensive knowledge of technical and/or complex procedures and processes having a significant consequence of error. This requires responsibility for monitoring and improving those procedures on a continuous basis.

Requirements: Four years of office experience with at least six months of experience at the Office Assistant III level or above. Job-related course work may be substituted for up to six months of the experience requirement.

Administrative Assistant Job Series

This job series includes all office support positions performing secretarial duties directly supporting the work of one or more managers or high-level professionals. The managers to whom these positions report are usually in middle management and often top management. Positions performing general office work not directly supporting the work of a manager, as a personal secretary, are included in the Office Assistant series.

Administrative Assistant II (Pay Range 445)

Performs standard, advanced, and confidential secretarial duties requiring broad experience, skill, and knowledge of organizational policies and practices. Screens telephone calls and visitors, and resolves routine and some complex inquiries. Schedules and maintains calendar of appointments, meetings, and travel itineraries, and coordinates related arrangements.

Takes, prepares, and distributes minutes of meetings. Prepares correspondence, memoranda, and reports from various sources of written or dictated output. May compose correspondence and memoranda on routine matters for the manager's signature.

Searches records and data bases for information needed by the manager for reports, speeches, and other uses. May follow up on correspondence, projects, and requests from the manager to others in the organization. May act as a group leader for special projects and work with others to complete special projects. Uses advanced features of microcomputer software and mainframe applications. Typically provides secretarial services to one high-level manager, such as a Division or Section Head.

Requirements: Four years of office experience performing duties related to the position with at least one year of experience at the Office Assistant III level or above. Equivalent combinations of education and experience may be considered.

Administrative Assistant III (Salary Grade 530)

Performs advanced, diversified, and confidential secretarial and administrative duties requiring broad and comprehensive experience, skill and knowledge of organizational

policies and practices. Tracks and monitors correspondence and projects assigned to others by Department Head. Prepares correspondence, memoranda, and reports from various sources of written or dictated output. Composes and may initiate routine correspondence and memoranda for the manager's signature.

Searches records and data bases for information needed by the manager for reports, speeches, and other uses. Follows up on correspondence, projects, and requests from the manager to others in the organization. Screens telephone calls and visitors, and resolves routine and some complex inquiries. Schedules and maintains calendar of appointments, meetings, and travel itineraries, and coordinates related arrangements.

Prepares agendas, takes minutes at board meetings and other less formal meetings, prepares minutes and meeting summaries for distribution, and distributes minutes of meetings. Acts as a group leader for projects and may work with others on teams to complete special projects. Uses advanced features of microcomputer software. Uses mainframe applications. Typically provides administrative and secretarial services to a formal board or commission and the head of a major organizational function such as library services and human resources.

Requirements: Four years of office experience performing duties related to the position with at least one year of experience at the Office Assistant III level or above. Equivalent combinations of education and experience may be considered.

### **Analysis and Recommendation**

The Administrative Assistant Job Series includes some similar responsibilities to the position under study such as searching records and databases for information needed by a manager for reports, speeches, and other uses; following up on correspondence, projects, and requests from the manager to others in the organization; acting as a group leader for special projects; and using advanced features of microcomputer software. The Administrative Assistant II classification is in the same Pay Range 445 as the recommended classification of Office Assistant IV. The Administrative Assistant III classification in Pay Range 530 has the distinction of typically providing administrative and secretarial services to a formal board or commission and the head of a major organizational function.

The position under study has less emphasis on secretarial duties and more emphasis on detailed administrative support functions that are more typical of the Office Assistant Job Series, specifically at the Office Assistant IV level in Pay Range 445. For example, the position has some leadworker duties and responsibility for the specific and complex function of administratively processing discipline within the Police Department. This includes selecting and interpreting data for reports on comparable discipline and monitoring the process to insure policies and procedures are followed correctly. Several of the duties must be done in a specific way with strict deadlines. The consequence of error is high since the reports and correspondence are related to discipline up to and including discharge.

Other current Office Assistant IV positions with similar duties and level of responsibility include:

- An Office Assistant IV in DPW – Administrative Services which provides administrative support to the Safety Supervisor and the DPW Personnel Administrator and is required to handle sensitive and confidential employee information. Duties include typing office

correspondence, compilation and completion of various reports, and maintaining personnel and safety files and databases.

- An Office Assistant IV in the Police Department which provides administrative support to the Community Services Division and performs general office duties, monitors the purchase of all equipment, supplies, and materials; serves as confidential secretary to the Commanding Officer of the Division; and compiles, organizes, and coordinates public appearance records, correspondence and special reports.

Our analysis of the specifications for the Office Assistant and Administrative Assistant job series, and a comparison to other similar positions in city government indicate that the new duties for this position have strengthened it to the level of Office Assistant IV in Pay Range 445.

### Recommendation

Based on the above analysis we recommend this position of Office Assistant III in Pay Range 425 be reclassified to Office Assistant IV in Pay Range 445.

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

Reviewed by: *Andrea Knickerbocker*  
Andrea Knickerbocker, Human Resources Manager

Reviewed by: *Maria Monteagudo*  
Maria Monteagudo, Employee Relations Director