



Department of Employee Relations

September 26, 2001

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 010560

The following classification and pay changes were approved by the City Service Commission on September 25, 2001.

In the Common Council-City Clerk, various classification and pay changes were approved for ten positions as part of a reorganization of the License Division.

In the Department of City Development, five positions of Plan Examiner II, Pay Range 626, were reallocated to a new Pay Range 625; and three positions of Plan Examiner III, Pay Range 628, were reallocated to a new Pay Range 629.

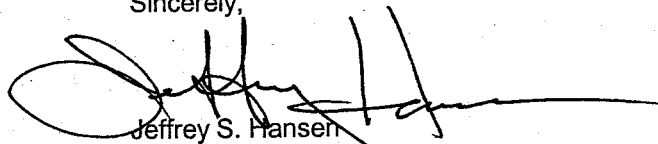
In the Health Department, one position of WIC Program Coordinator, Salary Grade 006, held by Clarice Hall Moore, was reclassified to WIC Program Manager, Salary Grade 007.

In the Health Department, one position of Breast Cancer Program Coordinator, Salary Grade 005, held by Mildred Leigh-Gold, was reclassified to Well Women's Program Manager, Salary Grade 007.

In the Department of Public Works, Water Works, fifteen positions of Chief Distribution Repair Worker, Pay Range 260, were reclassified to Water Distribution Chief Repair Worker, Pay Range 282.

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

Sincerely,



Jeffrey S. Hansen
Employee Relations Director

JSH:pb

Attachments: 5 Job Evaluation Reports, Fiscal Note

c: Frank Forbes, Laura Engan, Ronald Leonhardt, Carolyn Hill Robertson, Leo Wagner, Julie Penman, Kimberly Nistler, Martha Brown, Dr. Seth Foldy, M.D., Maria Monteagudo, Jill Ritterbusch, Mildred Leigh-Gold, Clarice Hall Moore, Carrie Lewis, Dale Mejaki, Dan Thomas, Gregory Radtke and Eyad Mizian

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JOB EVALUATION REPORT

City Service Commission Meeting Date: September 25, 2001
Department: Common Council—City Clerk

Present	Request	Recommendation
Title: License Division Manager Salary Grade: 009 \$51,610 to \$72,251	Title: License Division Manager Salary Grade: 011 \$58,638 to \$82,090	Title: License Division Manager Salary Grade: 011 \$58,638 to \$82,090
Title: License Division Assistant Manager Salary Grade: 006 \$42,611 to \$59,661	Title: License Division Assistant Manager Salary Grade: 009 \$51,610 to \$72,251	Title: License Division Assistant Manager Salary Grade: 009 \$51,610 to \$72,251
Title: Office Supervisor II (1 position) Salary Grade: 002 \$33,017 to \$46,217	Title: License Coordinator (2 positions) Salary Grade: 004 \$37,508 to \$52,511	Title: License Coordinator (2 positions) Salary Grade: 004 \$37,508 to \$52,511
Title: License Assistant II (2 positions) Pay Range: 455 \$31,366 to \$34,969 Title: License Assistant I (5 positions) Pay Range: 435 \$28,739 to \$31,665	Title: License Specialist (6 positions) Pay Range: 455 \$31,366 to \$34,969	Title: License Specialist (6 positions) Pay Range: 455 \$31,366 to \$34,969
Rationale: This report proposes changes that constitute a reorganization of the City Clerk's License Division. These changes are designed to address the critical issues of recruitment and retention of staff, the need for more staff with professional skills, and long-range management of the License Division. Recommendations include reallocating License Division Manager to SG 011 and License Division Assistant Manager to SG 009. Also recommended is the classification of License Coordinator (2 positions), in SG 004, in lieu of Office Supervisor II (1 position), SG 002. A final recommendation is the classification of License Specialist (6 positions), in PR 455 in lieu of License Assistant II (2 positions), PR 455, and License Assistant I, (5 positions), PR 435.		
History of Positions: License Division Manager and Assistant Manager were retitled in 1990. Office Supervisor II, License Assistant II, and License Assistant I were retitled in 1996.		

Action Required

In the Salary Ordinance, under Pay Range 455, delete the title "License Assistant II" and add the title "License Specialist." Under Salary Grade 004, add the title "License Coordinator." Under Salary Grade 006, delete the title "License Division Assistant Manager." Under Salary Grade 009, delete the title "License Division Manager" and add the title "License Division Assistant Manager." Under Salary Grade 011, add the title "License Division Manager."

In the Positions Ordinance, under Common Council-City Clerk, License Division, delete one position of Office Supervisor II (Y) and add two positions of License Coordinator (Y); and delete two positions of License Assistant II and five positions of License Assistant I, and add six positions of License Specialist.

Background

On December 1, 2000 the City Clerk’s Office submitted an initial request for a new organizational plan for the License Division. Following this request, Employee Relations recruited for the position of License Division-Special Assistant within the auspices of the Auxiliary Resources Program. The position was filled in June, 2001 by Rebecca Barron. On July 16, 2001, Employee Relations received a more detailed request concerning the License Division reorganization including revised job descriptions for all proposed positions. Discussions on this plan have been held with Ron Leonhardt, City Clerk, Carolyn Hill-Robertson, Deputy City Clerk, Leo Wagner, License Division Manager, and Jim Copeland, License Division Assistant Manager.

The reorganization plan submitted by the City Clerk for the License Division is designed to address three critical needs:

- Recruitment and retention of staff
- The need for more staff with professional skills
- Long-range management of the License Division

Given the critical nature of the licensing function to the Common Council, to the business community, and to public safety and welfare, the City Clerk has put forth this reorganization proposal to ensure that the License Division continues to perform all of its responsibilities with maximum efficiency and effectiveness

Individual Classifications

Present	Request	Recommendation
<p>Title: License Division Manager Salary Grade: 009 \$51,610 to \$72,251</p>	<p>Title: License Division Manager Salary Grade: 011 \$58,638 to \$82,090</p>	<p>Title: License Division Manager Salary Grade: 011 \$58,638 to \$82,090</p>

The basic function of this position is to manage the License Division, including organizing and directing all licensing functions, establishing policies and procedures, and advising Common Council members on licensing matters. Duties, responsibilities, and minimum requirements include:

- Oversee the processing of all licenses handled by the License Division
- General management of the License Division.
- Ensure adherence to all license procedures and laws
- Develop and maintain information systems to support license activity
- Support the licensing functions of the Common Council and its Licensing Committee
- Advise Common Council members on licensing matters

The position requires a Bachelors Degree in public administration, business, or related field. Knowledge of information system development and application is required as well as experience in management of and familiarity with licensing procedures and laws.

Analysis

The License Division Manager has overall responsibility for the management of the division including organizing and directing licensing functions for over 100 types of licenses, establishing policies and procedures for the efficient administration of the division, and the hiring, development, and supervision of 9 subordinate staff positions. The License Division Manager serves as a key advisor to Common Council members regarding licensing matters in their districts, works closely with the Chair of the Licensing Committee on the scheduling and disposition of license matters, and attends all meeting of that committee to present appropriate license record information. The License Division Manager also works closely with the City Attorney, City Clerk, City Treasurer, Department of City Development, Department of Health, Department of Neighborhood Services, and the Police Department in executing the responsibilities of the License Division. The Manager functions independently, reporting to the City Clerk, as necessary, on administrative matters and for consultation regarding critical licensing issues. The Manager has primary responsibility for ensuring compliance with all licensing regulations and upholding the integrity of the licensing process.

The License Division Manager requires a thorough understanding of all statutes, ordinances, and case law governing licenses issued by the Division. The incumbent of the position must have comprehensive knowledge of sophisticated computer programs used by the Division. Also critical are excellent communication skills and the ability to make effective presentations to elected officials.

In 1990, when the other division leadership positions in the City Clerk's Office were reclassified, the License Division Manager requested of the City Clerk that his position be excluded until an overall plan for the License Division could be prepared. Therefore, as a part of this reorganization plan, the City Clerk has requested that the License Division Manager position be reallocated from SG 009 to SG 011. This level would make this position equivalent to comparable Division Head positions within the City Clerk's Office including Council Administration Manager and Legislative Reference Bureau Manager. We therefore recommend that License Division Manager be reallocated to SG 011.

The new profile for License Division Manager is as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability (IA)	10	158
Knowledge & Skills (KS)	10	154
Relationships Responsibility (RR)	12	116
Working Conditions (WC)	1	<u>5</u>
Total Points		433

Salary Grade 011 Points: (405-465)

Present	Request	Recommendation
<p>Title: License Division Assistant Manager Salary Grade: 006 \$42,611 to \$59,661</p>	<p>Title: License Division Assistant Manager Salary Grade: 009 \$51,610 to \$72,251</p>	<p>Title: License Division Assistant Manager Salary Grade: 009 \$51,610 to \$72,251</p>

The basic function of this position is to assist in the management of the License Division, including organizing and directing all licensing functions, establishing policies and procedures, and advising Common Council members on licensing matters. Duties, responsibilities, and minimum requirements include--

Assisting the License Division Manager in:

- Overseeing the processing of all licenses handled by the License Division
- General management of the License Division.
- Ensuring adherence to all license procedures and laws
- Developing and maintaining information systems to support license activity
- Supporting the licensing functions of the Common Council and its Licensing Committee
- Advising Common Council members on licensing matters

The position requires a Bachelors Degree in public administration, business, or related field. Knowledge of information system development and application is required as well as experience in management of and familiarity with licensing procedures and laws.

Analysis

The License Division Assistant Manager assumes primary responsibility for all aspects of the operations of the License Division in the absence of the Manager. On a regular basis, the Assistant Manager oversees daily office functions, handling personnel issues, complex licensing issues, office system operations, and problem resolution including handling disruptive or upset applicants.

The License Division Assistant Manager requires a thorough understanding of all statutes, ordinances, and case law governing licenses issued by the Division. The incumbent of the position must have comprehensive knowledge of sophisticated computer programs used by the Division. Also critical are excellent communication skills and the ability to make effective presentations to elected officials.

This position was also not considered in the 1990 reclassification of the City Clerk's Office division leadership. Therefore, the City Clerk has requested that the License Division Assistant Manager position be reallocated from SG 006 to SG 009. We concur with this organizational structure and recommend that License Division Assistant Manager be reallocated to SG 009.

The new profile for License Division Assistant Manager is as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability (IA)	10	158
Knowledge & Skills (KS)	7	94
Relationships Responsibility (RR)	9	67
Working Conditions (WC)	1	<u>5</u>
Total Points		324

Salary Grade 009 Points: (306-351)

Present	Request	Recommendation
Title: Office Supervisor II (one position) Salary Grade: 002 \$33,017 to \$46,217	Title: License Coordinator (two positions) Salary Grade: 004 \$37,508 to \$52,511	Title: License Coordinator (two positions) Salary Grade: 004 \$37,508 to \$52,511

The basic function of this classification is to assist and provide administrative support in the management of office functions. This includes administration and issuance of licenses and permits, providing training and direct supervision to front-line staff, and serving as a resource person to various elected and governmental officials. Duties, responsibilities, and minimum requirements include:

- Train and supervise License Specialists in the filing and processing of license applications, the provision of information to the public and city departments, the preparation of agendas and reports, the maintenance of physical and computerized records, and the use of complex office equipment.
- Prepare reports, including statistical data, and support materials relating to the issuance of licenses and permits
- Prepare payment certifications, interdepartmental requisitions, purchase requisitions, and daily cash receipts reports
- Prepare necessary data for Finance & Personnel Committee, City Clerk, Comptroller, and Department of Employee Relations relating to personnel functions
- Prepare reports and memoranda from various sources for management to present to elected officials and city department heads.
- Maintain and supervise the storage area
- Supervise office switchboard operations, including scheduling, training, assessing, and evaluating operations, security, and recommendations for improvements
- Advise and assist the License Division Manager and Assistant Manager in preparing reports, documents, and other matters
- Provide accurate and detailed information to elected officials, department heads, other city personnel, and private individuals through telephone conversations, memorandums, and personal conferences
- Assist in developing, implementing, and maintaining the division's automated license systems and office systems
- Assist License Specialists in the analysis of complex license applications, including the review of business documents, insurance forms, legal forms, etc.

- Perform diversified and advanced duties requiring a broad and comprehensive experience, skills and knowledge of organization policies and practices
- Assist in formulating and documenting office procedures and assign duties to subordinates
- Serve as the Division's Records Coordinator

The position requires at least three years of professional office experience, with a minimum of one year in a supervisory capacity. Incumbents must have a high degree of interpersonal skills, be able to communicate effectively both verbally and in writing, and be able to perform in a highly motivated, self-directed, and well-organized manner. Knowledge of computer word-processing programs is required as well as the ability to interpret ordinances and statutes relating to licensing matters.

Analysis

The City Clerk proposes to create the classification of License Coordinator, (2 positions), SG 004 to replace the Office Supervisor II (1 position), SG 002. This new classification would assist and provide administrative support in the management of office functions. This includes administration and issuance of licenses and permits, training and direct supervision of front-line staff, and serving as a resource person to various elected and governmental officials.

The licensing process has become increasingly complex over the years as regulations have grown and the nature of the business sectors involved has become more sophisticated. The License Division staff has over 100 different types of licenses to administer, and a need to review a variety of business documents including insurance forms, articles of incorporation, partnership paper, etc. This means there is a need for staff with the higher level of professional skills to handle and oversee the more complicated licensing situations and to direct front-line staff.

Classification of this position in salary grade 004 recognizes the appropriate Impact & Accountability and necessary increase in Knowledge & Skills for the position. We therefore recommend the classification of License Coordinator (2 positions) in SG 004.

The profile for License Coordinator is as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability (IA)	4	68
Knowledge & Skills (KS)	4	57
Relationships Responsibility (RR)	5	32
Working Conditions (WC)	1	<u>5</u>
Total Points		162

Salary Grade 004 Points: (152-174)

Present	Request	Recommendation
<p>Title: License Assistant II (2 positions) Pay Range: 455 \$31,366 to \$34,969</p> <p>Title: License Assistant I (5 positions) Pay Range: 435 \$28,739 to \$31,665</p>	<p>Title: License Specialist (6 positions) Pay Range: 455 \$31,366 to \$34,969</p>	<p>Title: License Specialist (6 positions) Pay Range: 455 \$31,366 to \$34,969</p>

The basic function of this classification is to process license applications, understand procedures and regulations pertaining to licensing matters, and interact with a diverse population of people. These positions perform complex functions in accordance with established practices and standard procedures related to the filing, administration, and issuance of license applications. Duties, responsibilities, and minimum requirements include:

- Process license applications, fees, and related Police, Health, and Neighborhood Services reports, insurance and bond certificates, and other required documents.
- Respond to questions from applicants and other employees as to: eligibility, the required information needed, the procedure of filing, the process used in determining who must file, and what must be listed on an application.
- Update and maintain computerized and physical license records
- Prepare license agendas for Utilities and License Committee and lists for Common Council action
- Operate office computer programs, including advanced word processing functions, electronic mail, property data searches, mainframe database functions, and specialized printer operations
- Search records and databases for information needed by the License Coordinators, Assistant Manager, or Manager for reports, speeches and briefings for other departments, and governmental and elected officials
- Take responsibility for all steps in the processing of licenses
- Compose and initiate routine and non-routine correspondence and memorandums for the signature of the License Division Manager and Assistant Manager
- Be knowledgeable of legal entities such as partnerships, corporations, and limited liability corporations as they relate to license application procedures and requirements
- Notarize license applications and other required forms

The position requires at least four years of clerical experience. Incumbents must have the ability to work independently with a minimum amount of supervision and communicate effectively with elected officials, personnel of other city departments, and the general public. Knowledge of computer word-processing programs is required.

Analysis

The City Clerk has proposed the classification of License Specialist (6 positions) in PR 455. This classification would replace the current classifications of License Assistant II, (2 positions), PR 455, and License Assistant I, (5 positions), PR 435. The reason for this change is the increase in skill level that is

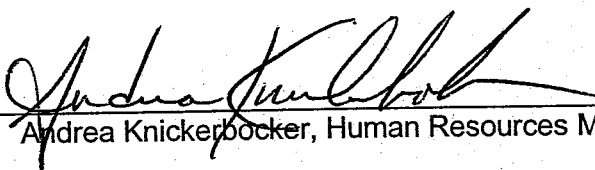
necessary to handle the complexity of the licensing process. License Division staff members administer over 100 different types of licenses, often reviewing insurance forms, articles of incorporation, partnership papers, and related items in determining eligibility. Incumbents of these positions must maintain a broad knowledge of all licenses issued by the division.

The License Division has also experienced difficulty in recruiting and retaining staff for the lower level License Assistant I position. The most qualified new hires for these positions often stay only for a short time in the position, and then take promotional opportunities within city government. This has made it difficult to maintain a stable, competent work force within the division. The continual hiring and training process involved puts a strain on management's ability to oversee daily operations and interferes with broader management responsibilities.

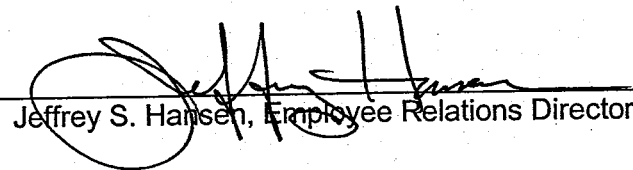
The proposed License Specialist classification recognizes the scope of responsibility common to all of these positions. This level also makes these positions equivalent to comparable "specialist" positions within the City Clerk's Office including Code Information Specialist, PR 455 and Council File Specialist, PR 455.

We therefore recommend the creation of the classification of License Specialist (6 positions) in pay range 455.

Prepared By:


Andrea Knickerbocker, Human Resources Manager

Reviewed By:


Jeffrey S. Hansen, Employee Relations Director

09/19/01

JOB EVALUATION REPORT

City Service Commission Meeting Date: September 25, 2001

Incumbents: Plan Examiner II – 5 positions
Plan Examiner III – 3 positions

Department: City Development

Present	Request
<p>A. Title: Plan Examiner II Pay Range: 626 Current Range: \$45,146-\$53,844</p> <p>B. Title: Plan Examiner III Pay Range: 628 Current Range: \$51,297-\$61,157</p>	<p>Study of Positions 1999-2000 TEAM contract</p>
<p>Recommendation:</p> <p>A. Title: Plan Examiner II Pay Range: 625 New Range: \$44,103 to \$58,430</p> <p>B. Title: Plan Examiner III Pay Range: 629 New Range: \$51,297 to \$66,419</p>	
<p>Rationale:</p> <p>This report recommends reallocating Plan Examiner II and III classifications to PR 625 and PR 629 respectively. Since becoming more generalist in nature, Plan Examiners have acquired a broader range of knowledge in building codes and processes. The addition of the 'Case Manager' role now means Plan Examiners must have knowledge of city approval processes and functions beyond their own section. At the Plan Examiner III level, the breadth of responsibility has increased due to the assumption of some duties previously performed by supervisors and/or managers. In addition, pay data from other public sector employers suggests that in order for the City to remain competitive, it will be necessary to revise rates of pay for the Plan Examiner II and III classifications.</p>	
<p>History of Position: Plan Examiner II's and III's were initially classified in 1988.</p>	

Action Required

In the Salary Ordinance, under Pay Range 626, delete the title "Plan Examiner II," and under Pay Range 628, delete the title "Plan Examiner III." Create the following new pay ranges:

Pay Range 625

Official Rate-Biweekly					
\$1,696.27	1,777.69	1,863.04	1,942.46	2,046.15	2,144.38
2,247.31					

Plan Examiner II

Pay Range 629

Official Rate-Biweekly					
\$1,972.96	2,059.77	2,150.40	2,245.02	2,343.80	2,446.93
2,554.59					

Plan Examiner III

Background

As a result of the 1999-2000 contract between the City of Milwaukee and TEAM, the City agreed to study the Plan Examiner II and Plan Examiner III positions for proper rates of pay. In doing so this report considers changes in duties and responsibilities and corresponding levels of knowledge/skill and responsibility. It also considers rates of pay for comparable positions in the market.

Job Analysis Questionnaires were completed by two Plan Examiner II's and one Plan Examiner III to represent the duties and responsibilities of the larger group of employees. Employees completing the questionnaires were recommended by TEAM. Job Audit interviews were conducted with Ms. Barbara Jones and Mr. Clyde Hamer, both Plan Examiner II's and with Mr. David Kakatsch, Plan Examiner III. Discussions were also held with the positions' supervisor-Development Center Manager, Ms. Martha Brown.

Standards for Reclassifying Represented and Non-management/Non-represented Positions

City Service Commission rules specify that reclassifications can occur only when "major changes have occurred in the level, duties and responsibilities of the job." The standard for reclassifying a job to a higher level is not merely the fact that some changes have occurred. The significance of the changes and the impact on a position's level of responsibility and required knowledge and skill are what determines whether there is an acceptable basis for warranting a reclassification.

Duties, Responsibilities & Requirements

The duties, responsibilities and requirements of the two positions under consideration are detailed in the following chart.

Plan Examiner II	Plan Examiner III
<p>The basic function of this position is to: Process various permits and certificates, and to disseminate a variety of information. Serve as a technical resource for other sections regarding building and zoning codes. Duties and responsibilities include:</p> <ul style="list-style-type: none"> 20% Examine plans for compliance with State & City codes 20% Process permits and administrative duties 20% Customer appointments 10% Case manager/Facilitator 15% Disseminate information (i.e. phones and walk-ins) 10% Training others-peers, inspectors, customers 5% Research including microfilm, code research and internet 	<p>The basic function of this position is to: Examine and approve plans for permit work of architectural and mechanical construction for buildings and other structures, based upon applying state and local codes. Duties and responsibilities include:</p> <ul style="list-style-type: none"> 30% Examine Plans 20% Interpret code for both internal and external customers, coworkers, manager, Field Inspectors, architects, engineers, contractors, owners, attorneys, and real estate agents. 10% Assist in training plan examiners and other staff members such as Field Investigators 10% Write Variances on State Code issues 10% Case Manage: Provide interdepartmental coordination within DCD and DPW 15% Answer phones, cover at front desk on an 'As Needed' basis. Act as an intermediary to solve code questions between other plan examiners and other code officials and customers. 5% Assist in writing revisions in codes and policies & procedures. Make improvements in process.
<p>The position requires: 2 years of college and 4 years of construction experience, computer skills essential building code certification within 6 mo.</p>	<p>The position requires: Registration with the State of WI as an architect or engineer or ability to obtain within one year AND 5 years experience in the design and construction of buildings and 5 years experience dealing with variety of mechanical or architectural systems.</p>

Changes to Positions

The most significant change that has affected all Plan Examiners is the formation of the Milwaukee Development Center in January 1999. As staff in the Development Center, Plan Examiners must be far more attuned to the 'big picture' of a customer's project, rather than focusing solely on building code issues. Plan examiners are expected to facilitate a wider variety of processes related to the issuance of development permits, and to help their customers understand and navigate even those processes that plan examiners do not personally control or administer.

Previous to the creation of the Development Center in the Department of City Development, Plan Examiners were a part of the Department of Building Inspection.

In addition to the creation of the Development Center in DCD, there have been reconfigurations of duties and responsibilities that have impacted these positions. These are detailed below.

Changes Impacting both Plan Examiner II and III:

- Addition of sprinkler plan reviews for two Plan Examiners.
- Addition of HVAC plan reviews for all Plan Examiners – previously one Plan Examiner reviewed all sprinkler plans and HVAC Plans
- Addition of special district review responsibilities including limited design review for historic structures – previously performed in another department.
- Addition of hazardous material delivery systems review by specific Plan Examiners – previously performed by another section.
- Addition of Landscaping reviews – previously performed by another section.
- Addition of case manager role.
- New responsibility to function as facilitator/coordinator for wide variety of review, information, and documentation.
- Addition of legally defensible zoning interpretations. Previously personnel in zoning section backed up interpretations.
- Addition of review of design issues and standards as part of the condition for issuance of permits.
- Addition of responsibility for making code presentations to the public as instructors.

Changes Impacting Plan Examiner III:

- Role of supervision has changed – one Plan Examiner III has a split job description that includes determining and tracking all PE job assignments.
- Erosion Control Plan Exam is now required.
- Storm Water review is now required.
- Energy calculations on lighting design are now required.
- Represent the City of Milwaukee on committee assignments on technical issues concerning statewide code development.
- Train other City employees for Certification requirements.

Impact of Changes

By becoming more 'generalist' in nature, Plan Examiners at both the II and III level must have knowledge of a broader range of building codes and processes. The addition of the Case Manager role means that Plan Examiners must have knowledge of city approval processes and functions beyond their own.

Plan Examiner II's have taken on the responsibility of training the public as well as coworkers on technical code issues. Plan Examiner III's have taken on duties previously performed by the Plan Examination Supervisor and previous higher-level managers. The Plan Examination Supervisor was eliminated near the time of the creation of the Development Center. These include responsibility for training other employees for certification in certain codes, one PE III has responsibility for determining and tracking PE III assignments, and responsibility for representing the City of Milwaukee on technical issues involving state-wide code development.

Current Rates of Pay

Title	PR	Step 1	Step 2	Step 3	Step 4	Step 5
Plan Examiner II	626	45,146	47,116	49,170	51,314	53,844
Plan Examiner III	628	51,297	53,552	55,886	58,322	61,157

Market Comparables

The Department of Employee Relations considered pay rates for related Plan Examiner positions with the State of Wisconsin and the City of Madison. For purpose of comparison, all rates were presented as 2001 rates of pay. This means that City of Milwaukee rates were increased by 2.5% to project a 2001 rate of pay.

Chart A: Plan Examiner II

Organization	Minimum	Maximum
City of Milwaukee	46,275	55,190
State of Wisconsin	44,662	66,991
City of Madison	44,681	52,348
Survey Average	44,672	59,670

Chart B: Plan Examiner III

Organization	Minimum	Maximum
City of Milwaukee	52,579	62,686
State of Wisconsin	47,849	71,775
City of Madison	57,540	69,280
Survey Average	52,695	70,528

As Chart A shows, the starting rate for Plan Examiner II's is 3.58% higher compared to the other public employers. However, the top of the range is 8.12% lower.

As Chart B shows, the starting rate for Plan Examiner III's is 0.22% lower compared to the other public employers and the top of the range is 12.51 % lower.

Analysis & Recommendation

A review of changes in duties and responsibilities for the Plan Examiners show that the breadth of responsibility and required knowledge has increased. And, with the Plan Examiner III's, the

responsibility level has increased to included duties previously performed by supervisors and/or managers.

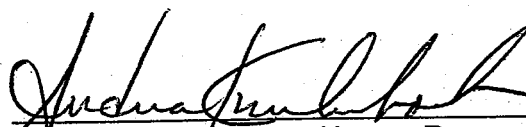
This pay data from other public sector employers in Wisconsin shows that while the starting rates of pay for Plan Examiners are competitive in the market, the pay rate at the top end of the range is on average 8.12% and 12.51% lower.

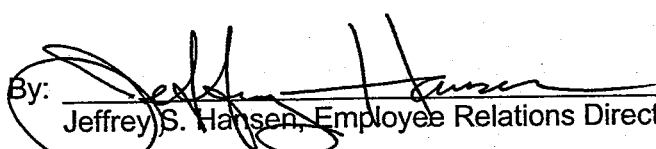
This data suggests that in order for the City to remain competitive, it will be necessary to revise rates of pay for these jobs.

Recommended pay levels for Plan Examiner II and III are as follows:

Title	PR	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
PEII	625	44,103	46,220	48,439	50,764	53,200	55,754	58,430
PEIII	629	51,297	53,554	55,910	58,371	60,939	63,620	66,419

Therefore, this report recommends reallocating the Plan Examiner II and III classifications to new rates in PR 625 and PR 629 respectively.

Prepared By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Jeffrey S. Hansen, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: September 25, 2001

Incumbent: Clarice Hall Moore

Department: Health

Present	Request
Title: WIC Program Coordinator	Title: WIC Program Manager
Salary Grade: 006, \$42,611-\$59,661	Salary Grade: TBD
Current Rate: Step 12, \$59,661	Source: Department
Recommendation:	
Title : WIC Program Manager Salary: SG 007, \$45,423 - \$63,588 New Rate: \$61,671	
Rationale:	
This report recommends reclassifying the grant-funded position of Women, Infants, and Children (WIC) Program Coordinator, SG 006 to WIC Program Manager, SG 007 on the basis of changes in the level of supervisory responsibility over a multidisciplinary staff, implementation of performance based contracting in conjunction with budgetary responsibilities, the addition of the Farmer's Market Nutrition Program, and increased responsibility for serving on planning committees on behalf of the Milwaukee Health Department. The recommended classification and salary grade allocation brings more internal equity to the classification structure of mid-level management positions in the Health Department.	
History of Position:	
The WIC Program Coordinator was last reviewed for classification purposes in 1994 when it was reclassified from WIC Program Administrator in SG 003 to WIC Program Coordinator in SG 006 on the basis of the position's increased management responsibility for overall program personnel and operations. Prior to that the position was reclassified in 1990 to WIC Program Administrator.	

Action Required

In the Salary Ordinance, under Salary Grade 006, delete the title "WIC Program Coordinator". Under Salary Grade 007, add the title "WIC Program Manager".

In the Positions Ordinance, under Health, Maternal and Child Health Division, Women's, Infant's and Children's Nutrition Program Grant (C) delete one position of "WIC Program Coordinator (X)(C)(Y)" and add one position of "WIC Program Manager (X)(C)(Y)."

Background

In July of 2001, The Department of Employee Relations received a request from the Milwaukee Health Department to conduct a classification study of the WIC Program Coordinator position held by Clarice Hall Moore. The request included a Job Analysis Questionnaire completed by the incumbent and a revised job description.

A job audit interview was conducted with Ms. Hall Moore on August 16th. A walk through of a WIC site was conducted on August 23rd and the supervisor of the position, Ms. Susan Sheppard, was interviewed on September 7th.

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 & Accountability	Weighted	45%
Knowledge & Skill	Weighted	35%
Relationships Responsibility	Weighted	15%
Working Conditions	Weighted	5%

Once an appropriate comparison has been made, job evaluation staff assigns a level and corresponding number of points. 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.

Duties, Responsibilities & Requirements

This position manages the Milwaukee Health Department's Women, Infants, and Children Supplemental Nutrition Program. Responsibilities include managing a staff of 21 professional, paraprofessional, technical, and office support personnel located in three WIC Clinics, preparing and managing a total operating budget of \$964,122, developing, implementing, and evaluating program policies and procedures, and monitoring compliance with State and Federal regulations and policies.

The purpose of the WIC Program is to promote and maintain the health and well being of nutritionally at-risk pregnant, breastfeeding and postpartum women, infants, and children up to age five. WIC provides nutrition risk assessments, supplemental nutrition foods, nutrition education, nutrition and breastfeeding information, and referral to other health and nutrition services. WIC Program staff serve as a resource for health and social service referrals and advocacy.

The duties and responsibilities of the WIC Program Coordinator and the corresponding percentages of time are summarized as follows.

- 45% Provides overall management and supervision of all activities of the WIC Program including but not limited to: administration, client services, nutrition education, breastfeeding, immunization assessment, and farmer's market nutrition program; provides supervision of multidisciplinary staff, fiscal management, strategic planning, and computer operations.
- 20% Develops, implements, and evaluates program policies and procedures and monitors compliance with State and Federal regulations. Coordinates preparation of annual reports on WIC Program operations.
- 10% Develops, implements, and evaluates quality assurance of WIC services and programs. Identifies, recommends and implements changes in processes, policies, and practices to ensure the delivery of quality services.
- 10% Coordinates and collaborates with other Milwaukee County WIC Programs, other public sector and community agencies to assure continued care.
- 10% Develops, monitors, and amends WIC Program Budget as required; negotiates performance objectives with funding agency; and develops, implements, and evaluates performance objectives. Assures compliance with the WIC Grant Agreement and timely preparation and submission of all required reports and contract materials. Supervises the development, implementation and evaluation of annual WIC workplans per State WIC policy.
- 5% Serves and represents the MHD on regional and state committees regarding issues related to WIC; prepares and facilitates public presentations regarding WIC Program and services.

The position requires a Bachelor's degree in business administration or health care administration and five years of program management/supervisory experience. Given the level of autonomy in running the operations of the program, this position requires the ability to exercise independent judgement in interpreting federal regulations and implementing administrative and operational procedures to ensure compliance with those regulations.

Changes in the Scope and Level of Responsibility

The duties and responsibilities of this position have expanded since the position was last reviewed for classification purposes in 1994. The most significant changes are summarized below.

Increase in the scope of supervisory responsibility over a multidisciplinary staff.

Since 1994, the duties and responsibilities of two management level positions (Nutritionist Coordinator/SG 005 and Public Health Nurse Supervisor/SG 007) who provided functional oversight and supervision to the nutrition staff and the clinic assistants assigned to WIC sites have been redefined. They are no longer involved in WIC activities and operations. The WIC Program Coordinator is consequently responsible for providing overall supervision and guidance to 21 technical/professional staff in addition to that provided to the office support and administrative staff. This has required the position under study to obtain enhanced knowledge of job responsibilities and skill levels in those areas.

Implementation of performance-based contracting in conjunction with budgeting responsibilities.

The new performance-based format used under the Contract Agreement with the State of Wisconsin has required the WIC Program Coordinator to be heavily involved in the development, implementation, and evaluation of strategies to meet WIC Program Objectives and Quality Criteria. Since performance objectives are tied to program funding, this position's judgement and ability to strategically plan and adjust program operations is critical in ensuring adequate funding levels. The Contract Objectives established for 2001 include:

- The development and implementation of policies and procedures to assure the provision of secondary education services,
- The implementation of a comprehensive assessment to identify WIC children with special health care needs,
- The development of a secondary education module on folic acid for the Milwaukee WIC Consortium,
- The development of a participant survey to measure perception of services, and
- The implementation of two client flow analyses to measure the length of client waiting time and assess the efficacy of improvement strategies.

Addition of Farmer's Market Nutrition Program

Since 1994 the position has been responsible for the administration of the WIC Farmer's Market Nutrition Program. This has required increased accountability for monitoring of assignee farmer markets, ensuring that they are in compliance with federal regulations and requirements, and coordinating and disseminating eligibility and program information to WIC clients.

Increased responsibility for serving on planning committees.

The WIC Program Coordinator has been delegated increased responsibility for representing the department and serving on external and internal planning committees. This has increased the position's interaction with representatives from the State WIC Program, regional consultants, contract administrators, and regional directors for the purposes of planning strategies for WIC services in Milwaukee County, enhancing clients accessibility to WIC services and assisting community agencies in reaching their service goals. These efforts have the impact of ultimately servicing approximately 33,000 participants in the Milwaukee County area.

Analysis & Recommendation

From a classification perspective it is important to recognize that over the years this position has undergone major changes in the scope of its responsibilities in conjunction with departmental reorganizations and the elimination of positions in the Budget. Our records indicate that this position was reclassified in 1990 and 1994 on the basis of its increased responsibility for supervisory and managerial functions.

Initially the position's supervisory duties were limited to office and clerical personnel performing intake and eligibility work. In 1994 these duties expanded to include overall management responsibility for the Program including administrative oversight over Nutritionists, Dietetic Technicians, and Clinic Assistants; preparation of the budget, and the implementation of a new automated data collection and processing system. Many of these functions were performed under the direct supervision of a Division Manager.

The position as currently constituted exercises independent judgement and authority over all aspects of the program's operations including:

- Strategic planning,
- Performance based contracting and budgeting with the State,
- Representing the MHD in conjunction with regional and state Committees and initiatives,
- Interpreting complex policies and regulation changes established by the federal government,
- Translating policies and regulation changes into operating procedures, and
- Evaluating staff and activities to ensure compliance with Program requirements.

In understanding the complexity of the WIC program it is important to note the following indicators:

Total Operating Budget: \$964,122

The breakdown of the contract source of funds includes \$23,950 from WIC Immunization Program Funding, \$80,256 from WIC TANF Funds, \$4,716 from WIC Farmer's Market Nutrition Program, and \$855,200 from the WIC USDA Allocation Formula.

Under the terms of the contract agreement the WIC Program Coordinator is responsible for ensuring that the Program is in compliance with the following: assessment and surveillance of public health needs, delivery of health services by qualified health professionals in a culturally competent manner, meeting record keeping and confidentiality requirements, effective delivery of education and outreach efforts, coordination with related programs, the establishment of a referral network to assure the accessibility and timely provision of services, sound financial management practices, and thorough data collection, analysis, and reporting requirements.

These functions are currently independently handled by the position under review with only general oversight and direction provided by the Maternal and Child Health Manager.

Staff Size: 21

The WIC Program Coordinator is responsible for managing 3 Nutritionists, 7 Dietetic Technicians, 5 Clinic Assistants, 1 Office Assistant IV, and 5 Office Assistant II at three different WIC sites in the City of Milwaukee. These sites are located at Northwest Health Center, Keenan Health Center, and Johnston Health Center. Maintaining adequate staffing levels at multiple sites on a daily basis is critical to the efficient and effective operation of the program. A staff shortage can adversely affect caseload and corresponding funding levels.

Clients Served

The total number of clients served per month is 8,363. The funding for this program is based on the number of participants. The Program is required to maintain a WIC caseload of within 3% of the contracted caseload level and these figures are evaluated by the State twice yearly. The Program Coordinator ensures that the Program is in compliance with all requirements as delineated in the WIC Operations Manual and WIC Systems Manual.

Value of WIC Vouchers/Checks

The total value of Vouchers issued is \$5,000,000. Complex data collection and reporting requirements must be met to ensure the integrity of the system. This includes maintaining and monitoring the WIC check/draft inventory, issuance reports, and check/draft reconciliation reports.

In order to assess the impact of these changes and the overall complexity of the position for classification purposes it is important to compare this position to other mid level managers in the Milwaukee Health Department. The level of responsibility and autonomy associated with this position is consistent with the following classifications: Public Health Nurse Supervisor, Communicable and Infectious Disease Program Supervisor, and Pregnancy Prevention Program Manager.

Public Health Nurse Supervisor

Public Health Nurse Supervisors provide program development, direction, guidance, monitoring, coordination, and evaluation to Public Health Nurses, Clinic Assistants, Public Health Aides, and Office Support assigned to a health center. Responsibilities also include community-wide consultation and collaboration and providing guidance and leadership to public health initiatives on behalf of the department.

Communicable and Infectious Disease Program Supervisor

Communicable and Infectious Disease Program Supervisors provide program development, direction, guidance, monitoring, coordination, and evaluation for both the Tuberculosis Control Clinic and Communicable Disease Units or the Sexually Transmitted Disease Clinic of the Department. Their responsibilities include providing training, supervision and consultation to Public Health Nurse Coordinators, Nurses, Clinic Assistants, Public Health Aides, Office Support and other assigned staff. They are also responsible for a significant amount of interagency and community-wide consultation and collaboration.

Teen Pregnancy Prevention Program Manager

This position provides overall project direction to the Milwaukee Metropolitan Adolescent Pregnancy Prevention Consortium (MMAPPC) and leadership to the community and department around teen pregnancy prevention and youth development efforts. This position assumes ultimate responsibility for project goals, direction and outcome. In collaboration with consortium leadership, it is responsible for identifying project outcomes, preparing reports, program evaluation, fund-raising initiatives, public presentations and outreach.

The current job evaluation profile for the position under study and the selected comparables is presented as follows.

Classification	Impact & Accountability		Knowledge & Skills		Relationship Responsibility		Working Conditions		Total Points
	Level	Points	Level	Points	Level	Points	Level	Points	
WIC Program Coordinator	7	104	5	68	6	38	1	5	215
PHN Supervisor	7	104	7	94	7	46	2	7	251
Communicable & Infectious Disease Program Supervisor	7	104	7	94	7	46	2	7	251
Teen Pregnancy Prevention Program Manager	7	104	7	94	7	46	2	7	251

Based on this comparison it is recommended that both factors of Knowledge & Skill and Relationships Responsibility be changed as follows:

Knowledge & Skill: From Level 5 to Level 6

An increase to level 6 is appropriate given the complex nature of the WIC Program and the scope of administrative, operational, and strategic planning responsibilities requiring thorough knowledge of WIC federal and state guidelines and protocols in addition to strong program management and supervisory skills.

Relationships Responsibility from Level 6 to Level 7


The recognition of the MHD's WIC Program as a leader in the community has increased this position's interaction and participation in state and county committees and planning groups impacting the delivery of services to WIC participants. This position's responsibility for interacting on a regular basis with representatives from the state, regional coalitions, and advisory committees warrants an increase in this level from 6 to 7.

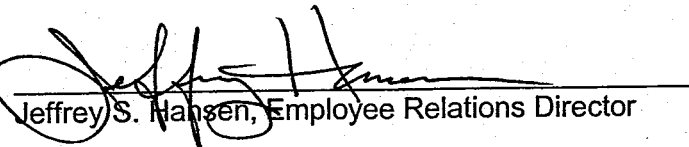
The changes in the Knowledge & Skill and Relationships Responsibility factors increase the total number of points of this position from 179 to 235 and places the position in Salary Grade 007. The new profile for this position is as follows.

Classification	Impact & Accountability		Knowledge & Skills		Relationship Responsibility		Working Conditions		Total Points
	Level	Points	Level	Points	Level	Points	Level	Points	
WIC Program Manager	7	104	6	80	7	46	1	5	235

Salary Grade 7 Points: (231-265)

We therefore recommend that this position be reclassified to WIC Program Manager in Salary Grade 007 based on the changes in responsibility and internal equity considerations associated with the classification structure of the Milwaukee Health Department.

Prepared By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Jeffrey S. Hansen, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: September 11, 2001 (Meeting cancelled-resubmitted Sept 25)

Incumbent: Mildred Leigh-Gold

Department: Health

Present	Request
Title: Breast Cancer Program Coordinator	Title: Not Specified
Pay Range: SG 005 (\$39,983-\$55,979)	Salary: SG 007 (\$45,422 – 63,588)
Current Salary: Step 12 (\$55,979)	Source: Department
<p>Recommendation:</p> <p>Title : Well Women’s Program Manager Salary: SG 007 (\$45,422 - \$63,588) New Rate: (\$58,012)</p>	
<p>Rationale:</p> <p>This report recommends reclassifying the grant-funded position of Breast Cancer Program Coordinator, SG 005 to Well Women’s Program Manager, SG 007 on the basis of changes in the scope and level of responsibilities since the creation of the Milwaukee Breast Cancer Awareness Project in 1990.</p>	
<p>History of Position:</p> <p>The Breast Cancer Program Coordinator position was created and classified in June of 1992 in conjunction with the City of Milwaukee’s Breast Cancer Awareness Project. This project began in 1990 with a grant from the State of Wisconsin Department of Health and Social Services and funds from the Milwaukee Foundation. This position has not been reviewed for classification purposes since its creation in 1992.</p>	

Action Required:

In the Salary Ordinance, under Salary Grade 005, delete the title "Breast Cancer Program Coordinator". Under Salary Grade 007, add the title "Well Women’s Program Manager".

In the Positions Ordinance, under Health Department, Family and Community Health Services, Health Access and Adult Health, Breast Cancer Awareness Program Grant (U), delete one position of "Program Coordinator (X)(U)(Y)", and add one position of "Well Women’s Programs Manager (X)(U)(Y)"

Background

In October of 2000, the Department of Employee Relations received a request from the Milwaukee Health Department to conduct a classification study of the Breast Cancer Program Coordinator position held by Ms. Mildred Leigh-Gold. A job description and a Job Analysis Questionnaire completed by the incumbent were submitted along with the request.

A job audit interview was conducted with the incumbent of this position on August 16, 2001. Additional site visits to the Martin Luther King Health Center and the 16th Street Community Health Center were conducted on August 20th and 21st. Finally, discussions were also held with Ms. Jill Ritterbusch, Health Access and Services Manager and supervisor of this position.

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 & Accountability	Weighted	45%
Knowledge & Skill	Weighted	35%
Relationships Responsibility	Weighted	15%
Working Conditions	Weighted	5%

Once an appropriate comparison has been made, 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.

Duties, Responsibilities & Requirements

The Breast Cancer Program Coordinator provides overall management and coordination of staff, activities, and services associated with the Milwaukee Breast and Cervical Cancer Awareness Program (MBCCAP) and the Wisconsin Well Woman Program. The major responsibilities associated with this position are summarized below:

- 40% Provide overall management and direction of the MBCCAP program including but not limited to fiscal management, program management, strategic planning, compliance with state and federal regulations, program evaluation, fundraising, and quality assurance.
- 20% Coordinate with other public sector agencies, private and non-for-profit organization, and with the volunteer community for service delivery and to ensure a continuum of care including outreach, health education and training, referrals, and case management.

- 15% Serve as staff liaison to the MBCCAP Advisory Board, coordinate and facilitate meetings and workshops, prepare and disseminate reports, and provide leadership and coordination of special fundraising events.
- 10% Develop program policies and procedures to ensure compliance with federal and state requirements as well as those mandated by the American College of Radiology (ACR), American Cancer Society (ACS), and Mammography Quality Standards Act (MQSA).
- 10% Serve on local, state and national planning committees, provide advice on issues related to women's health, evaluate programs and review grant proposals, and make presentations regarding MBCCAP services to various organizations.
- 5% Serve as the local Coordinator for the Wisconsin Cancer Control Program and the Well Woman Program. Serve as mediator and facilitator between clients and service providers regarding billing and services, and train providers on program policies and procedures.

The position requires a Master's Degree in public health, health administration, or equivalent area OR a Bachelors Degree in nursing, health administration, public health and three years of program management experience.

Changes in the Scope and Level of Responsibility

The scope and level of responsibility of this position have changed significantly since the Milwaukee Breast Cancer Awareness Project began in 1990. The program was established in 1990 as a pilot to provide free mammography screenings, education, and clinical breast exams from a mobile van which allowed the department to make those type of services available to uninsured or underinsured women in the City of Milwaukee.

Since 1990 the Programs' operating budget has increased from \$157,000 to \$547,000 and the number of funding sources expanded from two to six including three major fundraising events. More importantly, while the initial focus of the program was breast cancer awareness through the provision of services from a mobile van, the scope of services provided now includes cervical cancer screenings, a number of chronic disease screenings, and risk assessments for mental health and domestic abuse. These services, established by the State of Wisconsin Well Women Program in 1999, are provided out of three Milwaukee Health Department clinics and other community health clinics the program has partnered with in an effort to provide more comprehensive health services for women in Milwaukee.

A summary of these changes is presented as follows:

<u>PROGRAM CRITERIA</u>	<u>1990</u>	<u>2001</u>
Budget	\$157,000	\$547,000
Funding Sources	State Milwaukee Foundation	Two State Grants CDC Milwaukee Foundation 3 Fundraisers
Number of staff	1 Clerk Typist II 1 X-Ray Technician 1 Outreach Worker	1 Office Assistant II 2 X-Ray Technicians 1 Public Health Educator 1 Public Health Nurse 1 Truck Driver The position also provides direction and guidance to employees from MLK and 16 th St Community Health Centers staffing the program.
Scope of Services	Single Focus: Breast Cancer Awareness. Services provided through mobile mammography van.	Expanded services include: Cervical Cancer Screenings Cardiovascular Disease Screenings Diabetes Screenings Cholesterol Screenings Osteoporosis Screenings Risk Assessments for Mental Health and Domestic Abuse
Service Delivery	Mobile Mammography van.	In addition to the van, services are now provided out of the South Side and Northwest Health Clinics. Partnerships created with MLK and 16 th Street Community Health Center have expanded delivery of services at those locations.

The aforementioned changes have required the Program Coordinator to increase and expand her planning and coordination responsibilities. This position has increased responsibility in:

- The development of program protocols
- Staff training
- Monitoring compliance with program regulations and screening guidelines
- Establishing maintaining partnerships and collaborative relationships with community health centers and private medical providers who participate in the diagnostic, treatment and followup activities required after the assessments and screenings have taken place

The Program's success has also stemmed from this position's fundraising efforts which require the ability to negotiate and sell the benefits of the Program to community partners. Failure to adequately represent the program may result in the loss of financial support or the cooperation/involvement of the healthcare community. The Program Coordinator independently handles these responsibilities along with the daily program management, compliance monitoring, strategic planning, and fiscal management.

The level of responsibility and autonomy found in this position is consistent with the following classifications in the Milwaukee Health Department: Public Health Nurse Supervisor, Communicable and Infectious Disease Program Supervisor, and Pregnancy Prevention Program Manager.

Public Health Nurse Supervisor, SG 007

Public Health Nurse Supervisors provide program development, direction, guidance, monitoring, coordination and evaluation to Public Health Nurses, Clinic Assistants, Public Health Aides, and Office Support assigned to a health center. Responsibilities also include community-wide consultation and collaboration and providing guidance and leadership to public health initiatives on behalf of the department.

Communicable and Infectious Disease Program Supervisor, SG 007

The Communicable and Infectious Disease Program Supervisor provides program development, direction, guidance, monitoring, coordination, and evaluation for both the Tuberculosis Control Clinic & Communicable Disease Units of the Sexually Transmitted Disease Clinic of the Department. Responsibilities include providing training, supervision and consultation to Public Health Nurse Coordinators, Nurses, Clinic Assistants, Public Health Aides, Office Support, and other assigned staff. The position is also responsible for a significant amount of interagency and community-wide consultation and collaboration.

Teen Pregnancy Prevention Program Manager, SG 007

The Teen Pregnancy Prevention Program Manager provides overall project direction to the Milwaukee Metropolitan Adolescent Pregnancy Prevention Consortium (MMAPPC) and leadership to the community and department on teen pregnancy prevention and youth development efforts. This position assumes ultimate responsibility for project goals, direction, and outcome. In collaboration with consortium leadership, it is responsible for identifying project outcomes, preparing reports, program evaluation, fund-raising initiatives, public presentations, and outreach.

The current job evaluation profile for the position under study and the selected comparables are presented below.

Classification	Impact & Accountability		Knowledge & Skills		Relationship Responsibility		Working Conditions		Total Points
	Level	Points	Level	Points	Level	Points	Level	Points	
Breast Cancer Program Coordinator	6	91	3	49	5	32	2	7	179
PHN Supervisor	7	104	7	94	7	46	2	7	251
Communicable & Infectious Disease Program Supervisor	7	104	7	94	7	46	2	7	251
Teen Pregnancy Prevention Program Manager	7	104	7	94	7	46	2	7	251

The analysis of the Program Coordinator's responsibilities as they are presently constituted reveals that the job evaluation factor assignments should be changed to levels consistent with the aforementioned positions. From a classification perspective, the Teen Pregnancy Prevention Program Manager seems to be the most similar in nature of work and level of responsibility.

In terms of Impact & Accountability, it should be recognized that the Program Coordinator is responsible for independently managing staff, activities, and operations associated with the MBCCAP. This includes daily program planning and operations as well as strategic planning and direction. The total budget this position is accountable for has increased to \$547,000 in state, federal, and local funds. This position is solely responsible for ensuring compliance with fiscal and reporting requirements established by the State of Wisconsin Division of Family Health Services, the Center for Disease Control, and the Milwaukee Foundation. These responsibilities and the independent authority exercised by this position in these areas warrant increasing this level from a "6" to a "7".

The Program Coordinator requires a Master's Degree in public health, health administration, or equivalent area OR a Bachelors Degree in nursing, health administration, public health and three years of program management experience. These requirements are consistent with those of PHN Supervisors and other Program Managers in the Health Department. We therefore recommend increasing the level of Knowledge & Skills assignment from "3" to "7".

September 11, 2001

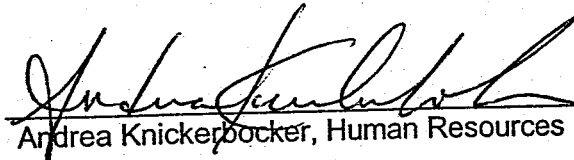
The increased responsibility for establishing collaborative relationships with the healthcare community for the purposes of follow-up diagnostic and treatment services, the need to increase funding dollars through marketing and fundraising events, and the positions responsibility to represent the department at a national level warrant the increase in the Relationship Responsibility level from "5" to "7". This change reflects the complexity of establishing and maintaining those relationships, and the community-wide impact of both this position and the Program.

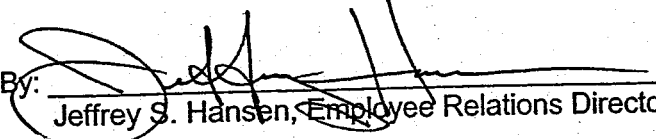
The changes in the level of Impact & Accountability, Knowledge & Skill, and Relationship Responsibility for this position warrant a classification in SG 007. The new profile for this position is as follows.

Classification	Impact & Accountability		Knowledge & Skills		Relationship Responsibility		Working Conditions		Total Points
	Level	Points	Level	Points	Level	Points	Level	Points	
Well Women's Program Coordinator	7	104	7	94	7	46	2	7	251

Salary Grade 7 Points: (231-265)

It is therefore recommended that this position be reclassified to "Well Women's Program Manager" in Salary Grade 007.

Prepared By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Jeffrey S. Hansen, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: September 11, 2001 (Meeting cancelled-resubmitted Sept 25)

Incumbent: 15 positions

Department: DPW – Water Works

Present	Request
Title: Chief Distribution Repair Worker	Title: Water Distribution Chief Repair Worker
Pay Range: 260 (\$33,994 - \$38,245)	Salary: Not specified
Current Rate: \$38,245	Source: Department
Recommendation: Title : Water Distribution Chief Repair Worker Salary: Pay Range 282 (\$38,336 - \$43,980)	
Rationale: Salary survey data for comparable positions from municipal employers in the Midwest including Green Bay, Madison, Cincinnati (OH), Des Moines (IA), Minneapolis (MN) and Rockford (IL) indicate the salary of the position under study is significantly less, while requiring skills beyond those needed by its counterparts.	
History of Position: This position has retained the same title since it was initially classified in April 1975. It was reallocated through collective bargaining from Pay Range 255 to Pay Range 260 in 1990.	

Action Required:

In the 2001 Salary Ordinance, under Pay Range 260, delete the title Chief Distribution Repair Worker; and under Pay Range 282, add the title Water Distribution Chief Repair Worker. In the Positions Ordinance under the Department of Public Works-Water Works, Distribution Organization-Cameron delete seven positions of Chief Distribution Repair Worker and add seven positions of Water Distribution Chief Repair Worker; and under Distribution Organization-Lincoln delete seven positions of Chief Distribution Repair Worker and add seven positions of Water Distribution Chief Repair Worker, and under Distribution Organization-Auxiliary positions delete one position of Chief Distribution Repair Worker (0.33 FTE) and add one position Water Distribution Chief Repair Worker (0.33 FTE).

Background:

The study was conducted as required by the 1999-2000 Agreement between the City of Milwaukee and District Council 48. In doing so this report considers changes in duties and responsibilities and corresponding levels of knowledge/skill and responsibility. It also considers rates of pay for comparable positions in the market.

The department furnished revised job descriptions, thirteen incumbents were interviewed and Mike Greenmeier, Chief Distribution Repair Worker, completed a Job Analysis Questionnaire. Discussions were also held with the Water Distribution Manager, Laura Daniels, Administration and Projects Manager, Dale Mejaki, and Superintendent, Carrie Lewis.

Duties and Responsibilities:

The basic function of this position as detailed in the job description is to act as a Crew Leader. The position performs all phases of repair, replacement and maintenance to maintain the integrity of the Water Distribution System for the purpose of transmitting quality and sufficient water for customers. The position is responsible for providing the safe and efficient operation of each assigned crewmember and the public. Communicate effectively with supervision, Control Center and customers. Specifically the duties are as follows:

- 20% Act as crew leader of a 3 to 4 person repair crew assigned to various repair and maintenance activities. Responsible for the activities of the crew by informing and guiding each member through daily tasks, maintain crew harmony, ensure safety of the entire job site and equipment, and provide on the job training as needed. Maintain communication with Supervisors, office staff and the Control Center regarding job status and unusual circumstances. Handle concerned citizens in a professional manner. Accurately complete the numerous documents of daily crew activities and job status.
- 20% Directs the work of the repair crew on the proper maintenance and repair of the distribution system. Conducts water main break repairs, service lateral leak repairs, repair and replace valves, hydrant repairs and replacements, abandoning taps and mains, installing air vents, installing branches and lay additional water main piping. Locate the source and location of the leak. Identify area to be excavated and any conflicting utilities. Operate Quick hitch backhoe to excavate the repair area. Direct crewmembers through the proper repair procedures. Evaluate site for additional repairs by other agencies and coordinate information with Distribution Supervision. Restore site by backfilling, blacktopping, salting and adding ground as needed for safety and customer satisfaction.
- 20% Responsible for the safety of each crewmember and the public during the course of every job conducted. Responsible for securing work area, sheeting and shoring of the excavations confined space safe entry procedure and equipment. Wear all applicable protective equipment, conduct trip inspection of vehicles and ensure proper traffic control for a safe work site with good traffic flow.
- 20% Operate and maintain construction equipment including: backhoe, end loader, skid loader, drill rig, compressors, forklift dump trucks, utility vans, valve operators, travel and guillotine saws, branch and tapping machines, torch cutting apparatus, reed cutters, hand and pneumatic tools, and sheeting and shoring equipment, air quality monitors, ventilators, pumps, location equipment, generators, and other specialty construction tools.
- 10% Document air monitoring results and safety practices on the Safety Inspection Checklist. Document work activities by accurately completing work orders to include location of job site, repair type, time of arrival, water service outages, materials used, damage report, excavation size, restoration activities, and departure. Complete Material Condition Report for Water Engineering to provide pipe and soil conditions for the water main replacement index. Communicate with Control Center job status for Daily Operations Log documentation.
- 7% Coordinate construction activities with the District Manager and Contractors to facilitate system improvements. Serve notices, operate valves, and check for hose connection, and assist contractors with parts, equipment or proper tools as needed and water shut off. Communicate with the Control Center and customers for water shut-offs and back in service information. Interpret construction plans as needed to coordinate job information. Assist with chlorination and pressure testing of new mains.

Flush hydrants and air vents to relieve excess air in the system to prevent water hammer. Cut mains 20 and larger to handle contractor work.

- 3% Other duties as assigned.

Minimum Qualifications:

At least two years experience as a Repair Worker II. Posses a valid Wisconsin Commercial Driver's license. Must function as a certified Competent Person in excavation safety. Have knowledge of all aspects of water distribution repair and maintenance. Knowledgeable in MWW specifications, safety regulations and construction practices. Problem solving skills. Ability to work outdoors in all types of weather conditions for extended periods of time. Must be able to respond to emergency call outs and work rotating weekends and holidays as needed. Must be able to read and decipher construction plans and prints. Must be able to operate heavy construction equipment and tools.

Study Methodology

As previously stated, this study is being undertaken as required by the 1999-2000 Agreement between the City of Milwaukee and DC48. The study sought to determine any significant changes in the duties and responsibilities of the position as evidenced by the job description, job analysis questionnaire, interviews and supplemental information such as DER records and other data.

At this point it is important to note that there are no other comparable positions within the city service. Milwaukee Water Works administration suggested comparing the position under study to the following positions:

Position/Pay Range	2000 rates
Grad All/Crane Operator (962)	\$46,155
Tractor, Bulldozer, End Loader or Grader Op. Over 40 HP (960)	\$45,469

However, these are trade positions in Local 139, the International Union of Operating Engineers and their pay is linked to other trade positions outside of the city service. There are no minimum and maximum ranges but rather, an hourly rate is paid. These positions receive additional compensation per hour while operating various types of equipment, i.e. Grad All (\$.35), Log Loaders (\$.20) and backhoes (\$.20). According to the job description for the position under study, the operation of heavy equipment entails about twenty per cent of the job, whereas in the trade positions, it entails one hundred per cent of the job. Thus a detailed comparison of these positions would not be prudent.

Changes in Duties and Responsibilities:

When conducting a classification study, one question that must be asked and answered is whether the duties and responsibilities of the position have changed to the extent that it is now a new job. Our analysis indicates that the duties and responsibilities of this position have not undergone significant changes. The duties of the Chief Distribution Repair Worker have included the lead worker responsibility since its initial classification in 1975. In addition, the position has retained the responsibility for the operation of such heavy machinery as backhoes, end loaders, skid loaders, drill rigs, forklifts, dumps

trucks and utility vans. Due to the aging of the water system, the complexity of repairs on the pipes has increased and there is now a greater emphasis on water quality. However, the basic function of the position continues to be the investigation and control of water leaks and maintaining water quality.

What has changed is the level of the technical competence of the incumbents. They have undergone training in areas such as Excavation Safety, Confined Space Entry Procedures and Water Quality issues. However, many employees throughout the city service continue to undergo training and/or master new technologies for reasons of efficiency, safety, and changes in regulations and laws while the fundamental nature of the work and the rate of compensation remains unchanged.

Salary Data

As stated earlier in this report, comparable positions to the Chief Distribution Repair Worker were not found within the city service. An external search yielded comparable job descriptions from the City of Madison, Green Bay, Cincinnati (OH), Des Moines (IA), Minneapolis (MN) and Rockford (IL). The details for these positions and the position under study are:

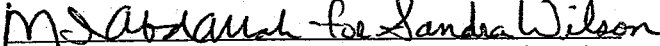
***Note:** The resulting averages were calculated by eliminating the lowest and highest salary in both the minimum and maximum ranges.

Organization	Annual Minimum	Annual Maximum
Green Bay	\$38,875	\$39,250
Madison	\$37,180	\$41,860
Cincinnati	\$36,572	\$38,678
Des Moines	\$36,920	\$43,992
Minneapolis	\$41,267	\$52,291
Rockford	\$31,262	\$41,142
Mean	\$37,387	\$41,561
Milwaukee	\$33,994	\$38,245
Net difference	-\$3,393	-\$3,316

An additional factor that must be considered is that the Water Utility Operations Lead Worker (Madison), Distribution Crew Leader (Green Bay), WW Maintenance Crew Leader (Cincinnati), Crew Leader-pipelines (Des Moines), WS Maintenance Foreman (Minneapolis) and Crew Leader (Rockford) do not operate heavy equipment, while the Chief Distribution Repair Worker is required to operate back hoes, end loaders, skid loaders, dump trucks, etc. This distinction is important because it is an additional skill when compared to these municipal employers and strengthens the position under study for pay purposes.

Recommendation:

While the Chief Distribution Repair Worker position does not appear to have undergone significant changes in the duties and responsibilities, salary data indicates the level of compensation for this position is less than comparable positions in Madison, Green Bay, Cincinnati (OH), Des Moines (IA), Minneapolis (MN) and Rockford (IL). The disparity is made broader when considering the additional skill required by the position under study when operating heavy equipment. It seems reasonable that compensation for the Chief Distribution Repair Worker should also take into account the additional skills needed to perform the job. To accomplish this, we recommend reallocating the Chief Distribution Repair Worker to Pay Range 282 (\$38,336 - \$43,980) and we further recommend retitling this position to Water Distribution Chief Repair Worker per the request of Milwaukee Water Works.

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