



Department of Employee Relations

March 30, 2012

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Troy M. Hamblin**  
Labor Negotiator

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

Dear Committee Members:                      Re: Common Council File Number 111589

The following classification and pay recommendations were approved by the City Service Commission on **March 27, 2012**:

In Employee Relations,

One new position was recommended for classification to Office Clerk III, PR 6FN.

One new title was recommended for classification to Office Clerk IV, PR 6HN.

In the Health Department,

One position of Chief Molecular Scientist, PR 1IX was recommended for reclassification to Public Health Deputy Laboratory Director, PR 1JX.

One new position (replacing a Chief Microbiologist, PR1IX) was recommended for reclassification to Public Health Laboratory Operations Manager, PR 1EX.

In DPW - Administration Services Division, one position of Public Works Personnel Administrator was recommended for reclassification to Public Works Personnel and Compliance Manager, PR 1KX.

In DPW - Infrastructure Services Division, one vacant position of Bicycle and Pedestrian Coordinator, PR 3NN was recommended for reallocation to PR 2IN.

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

Sincerely,  
  
Maria Monteagudo  
Employee Relations Director

MM:fcw

Attachments:    4 Job Evaluation Reports  
                         Fiscal Note

C: Mark Nicolini, James Carroll, Troy Hamblin, Nicole Fleck, Victoria Robertson, Bevan Baker, Raquel Filmanowicz, Yvette Rowe, Stephen Gradus, Sanjib Bhattacharya, Ghassan Korban, Preston Cole, Dan Thomas, Jeffrey Polenske, Clark Wantoch, Richard Abelson, Kenneth Wischer, Bill Mollenhauer, Daniel Panowitz, and Calvin Lee (DC 48)

JOB EVALUATION REPORT

City Service Commission Meeting: March 27, 2012

Request	Recommended
Office Clerk III – New Title PR 6FN \$33,865 - \$37,464	Office Clerk III PR 6FN \$33,865 - \$37,464
Office Clerk IV – New Title PR 6HN \$36,170 - \$40,836	Office Clerk IV PR 6HN \$36,170 - \$40,836

**Action Required**

In the Salary Ordinance, under Pay Range 6FN, add the title “Office Clerk III” and under Pay Range 6HN, add the title “Office Clerk IV.”

**Background**

In 2006 the Department of Employee Relations created the classifications of Office Clerk I (PR 6CN) and Office Clerk II (PR 6EN) to run parallel to the classifications of Office Assistant I and II in the same pay ranges. The distinction between these classifications is that Office Assistants must be able to create and produce narrative documents. Office Clerks in contrast would not typically be required to create and produce narrative documents, and although accuracy remains important in entering data, the requirement of typing 45 words per minute may not be applicable.

Both Office Assistant I/II and Office Clerk I/II must be able to interact effectively with customers and team members, perform a variety of office duties, and be able to perform keyboarding and computer work such as looking up information and entering data accurately into a computerized database.

This report recommends creating the titles of Office Clerk III (PR 6FN) and Office Clerk IV (PR 6HN) as the higher level titles in the series.

**Analysis**

Creation of the new titles of Office Clerk III and IV will allow departments to fill office support positions that perform higher level general office duties but that do not have an emphasis on creating narrative documents. The requirement of typing 45 words per minute would therefore not apply.

As with Office Assistant III, an Office Clerk III will perform diverse and complex duties involving the application of standard procedures to a variety of clerical assignments. Selects and interprets data, demonstrates a thorough knowledge of departmental and organizational policies and procedures in the assigned area of responsibility; screens calls, answers questions and provides information. Some phone and in person work may be difficult due to the nature of the questions or the customers served. Uses advanced features of computer software to produce complex documents. May work with others on a team to complete special projects. May guide and check the work of other employees.


As with Office Assistant IV, an Office Clerk IV performs duties at the III level and possesses the corresponding knowledge, skills, and abilities, and acts as a group leader for lower level employees.

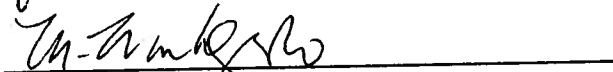
These responsibilities as a group leader usually include basic office management such as monitoring equipment and ordering supplies, monitoring and improving office procedures and practices, and directing a small group of employees. May work with others on a team to complete special projects. An Office Clerk IV may also exercise 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.

The creation of these new classifications of Office Clerk III and Office Clerk IV will provide a means for departments to fill clerical positions that perform higher level general office work. Employees and/or positions with the same level of responsibility that are involved in the production of narrative documents and graphics that require software skills will continue to be placed in the Office Assistant III and IV classifications.

**Recommendation**

We therefore recommend, based upon the above discussion, the creation of the classifications of Office Clerk III in Pay Range 6FN and Office Clerk IV in Pay Range 6HN.

Prepared by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director

**Job Evaluation Report**

City Service Commission Meeting Date: March 27, 2012

**HEATH DEPARTMENT**

Current	Request	Recommendation
Chief Molecular Scientist PR 1IX \$73,627 - \$103,077	Deputy Director-Public Health Laboratory PR IIX \$78,469 - \$109,864	Public Health Deputy Laboratory Director PR IIX \$78,469 - \$109,864

**ACTION REQUIRED – Effective Pay Period 2, 2012 (January 8, 2012)**

In the Salary Ordinance, under Pay Range 1IX, delete the title “Chief Molecular Scientist” and under Pay Range 1JX, add the title “Public Health Deputy Laboratory Director”.

In the Position Ordinance, under Health Department, Disease Control and Environmental Health Services Division, Virological Division, delete one position of “Chief Molecular Scientist (Y)” and add one position of Public Health Deputy Laboratory Director (Y)”.

**Background**

In March of 2010, Health Operations Administrator Raquel Filmanowicz requested that the position of Chief Molecular Scientist held by Dr. Sanjib Bhattacharrya be studied for reclassification from SG 12 to Deputy Director-Public Health Laboratory, SG 13, based upon a significant expansion of the scope of responsibility exercised by the position. The Department of Employee Relations assisted the Health Department in drafting a new job description indicating how the position would function in the future and discussed the timing of when a classification study would take place.

A study commenced in the beginning of this year to determine the extent and nature of changes that had taken place in the position. The following materials were reviewed in conjunction with this study: a job description for the position from 2006; a revised job description prepared in 2010 by the Health Department; a Job Analysis Questionnaire completed by the employee performing the work and reviewed by his immediate supervisor; occupational information from the Department of Labor; salary information from the Bureau of Labor Statistics; job descriptions for other public health laboratory directors; and information about the Laboratory’s mission, goals, and accomplishments as presented on the Health Department’s website. In addition, Dr. Bhattacharrya was interviewed at his worksite, which included a tour of the Laboratory. Discussions were then held with Dr. Stephen Gradus, Public Health Laboratories Director.

**The Public Health Laboratory**

The Public Health Laboratory plays an important role in the Milwaukee Health Department and maintenance of public health in the City and region. The core functions of the Laboratory are as follows:

- Disease prevention, control and surveillance
- Environmental health and protection
- Food Safety
- Integrating and interpreting lab data across the city's many healthcare systems

- Reference and specialized testing
- Laboratory improvement, regulation and polity development
- Emergency response
- Applied research

The Laboratory is headed by Dr. Stephen Gradus, Public Health Laboratories Director and one other manager, the Chief Molecular Scientist, Dr. Sanjib Bhattacharya. Twenty-three employees work in the Laboratory, 18 of whom are scientific professionals such as microbiologists and chemists. The Laboratory provides services related to communicable diseases, emergency preparedness, environmental health, lead poisoning prevention, sexually transmitted disease, and flood and waterborne disease control. The work is divided two major areas:

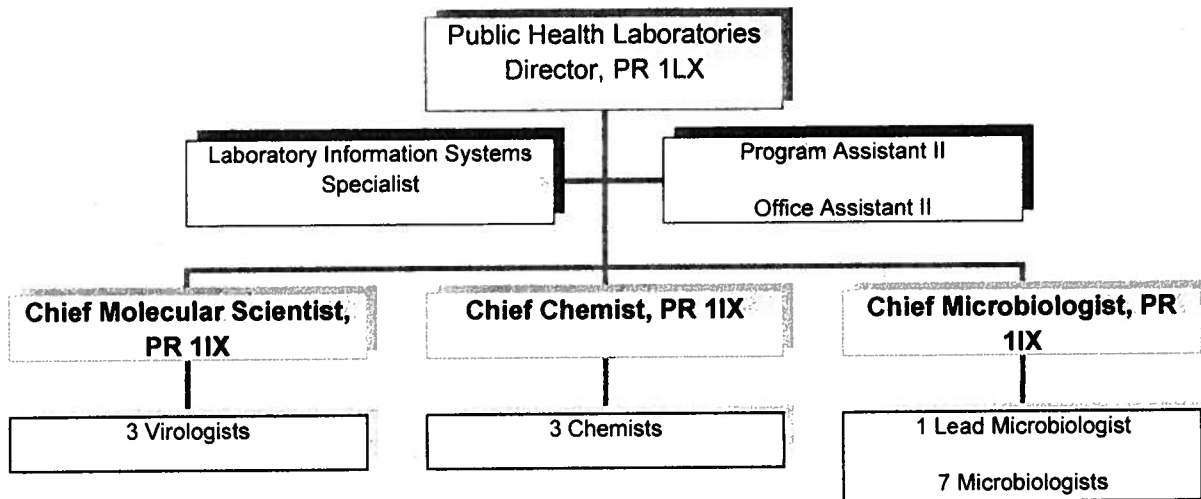
- Clinical and Environmental Microbiology and
- Chemistry, Virology and Molecular Science

The Laboratory holds the following certifications:

- Clinical Laboratory Improvement Amendment Certification\*
  - Clinical Laboratory Improvement Amendment Certification for the Keenan Health Center\*
  - Wisconsin Department of Agriculture, Trade, and Consumer Protection Laboratory Certification
- \*The federal government's Centers for Medicare & Medicaid Services regulates all laboratory testing (except research) performed on humans in the U.S. through the Clinical Laboratory Improvement Amendments (CLIA).*

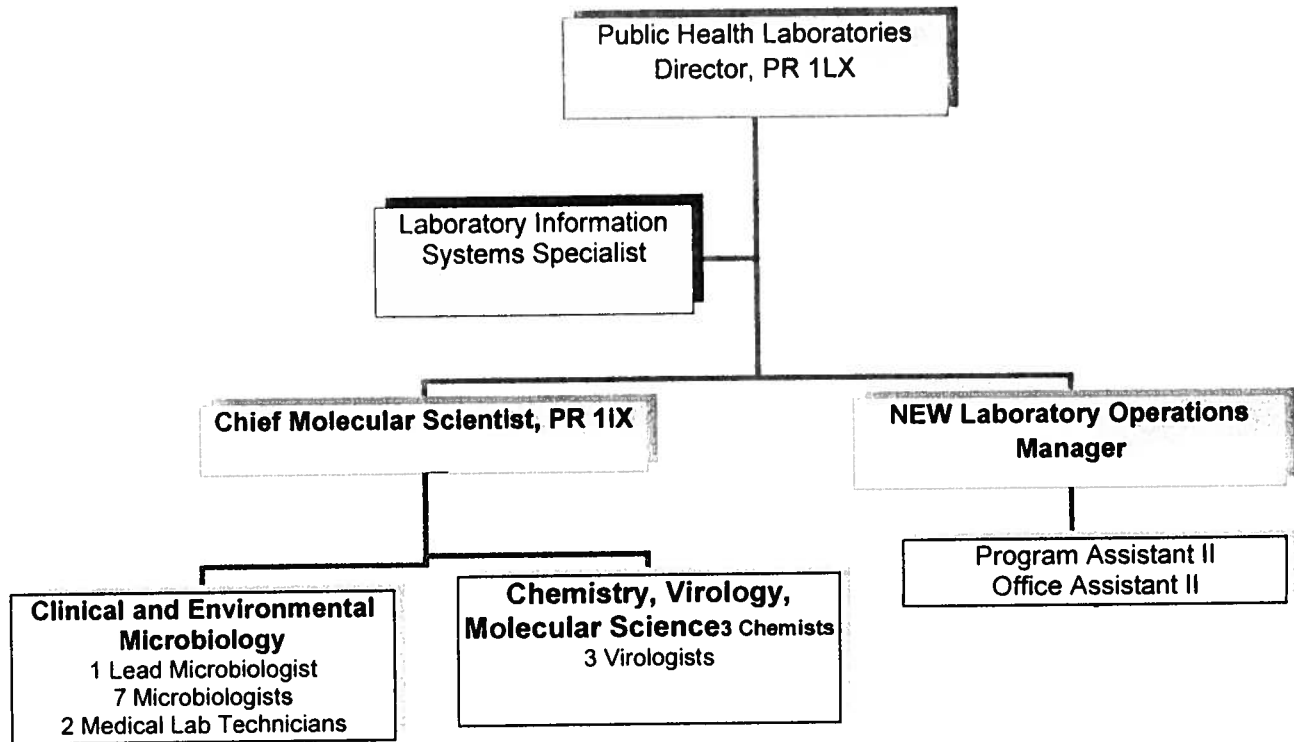
Since 1989 the Health Department's Laboratory has generated almost 3.0 million in revenue for the City.

In 2006, the Public Health Laboratory was organized as shown in the following chart.



The following chart shows how the Public Health Laboratory is currently organized. The new Laboratory Operations Manager will be discussed in a separate report.

**Public Health Laboratory, 2012**



As indicated in the chart above, the positions of Chief Microbiologist and a Chief Chemist no longer exist and operations have been consolidated under the Chief Molecular Scientist. The Chief Molecular Scientist formerly functioned as a "section chief" for the virology section of three employees.

Sometime after the positions of Chief Microbiologist and Chief Chemist had been eliminated following retirements, it became evident that the Laboratory could not operate effectively at its present staffing levels or expand its services and revenues with only a Director and one other manager. As a result, the position of "Laboratory Operations Manager" was added to the Health Department's budget in 2012 to perform critical work in quality assurance, customer relations, service expansion, and business operations.

The changes that have taken place in the scope of responsibility associated with the Chief Molecular Scientist have been dramatic. Several years ago this position was responsible for managing the work processes and employees of one section—that of virology. Now, Dr. Bhattacharya supervises all of the scientific work processes and personnel for the entire Laboratory, consisting of ten professionals which include:

# of Positions	Title
1	Virologist III
3	Virologist II
1	Chemist III
4	Chemist II
1	Laboratory Assistant

## **Changes in Duties and Responsibilities**

In addition to a significant increase in supervisory responsibility, this manager now functions as a member of the Health Department's leadership team and works with various constituencies outside the Department such as academics, community groups, public safety employees, and those involved with emergency management planning and operations. The goal of this work is to improve public health outcomes by participating in community research, stimulating leadership in community groups, and sharing resources and information. Working with the academic community is an important part of the Health Department's stated objective of becoming one of the first academic public health departments in the nation. Lastly, the position acts on behalf of the Public Health Laboratories Director in his absence. This occurs on a regular basis due to the amount of time the Director must spend working with researchers, other public health officials, community groups, academics, and many others.

In addition to these new and expanded duties, this position also continues to perform all of the day-to-day work required to manage the work and personnel of the Laboratory and functions as the Laboratory's foremost scientific and technical expert. All of these duties and responsibilities are outlined in detail in the revised job description for the positions.

The job analysis indicates that the knowledge, skills, abilities, and attributes required to successfully perform the job (not the minimum requirements) are as follows:

- A Ph.D. in microbiology with special training in molecular microbiology
- Three to five years of successful work experience in a public health laboratory, two of which must have been in a supervisory capacity.

The most noteworthy knowledge, skills, abilities, and competencies include the following:

### **Knowledge of:**

- The laws, rules, and regulations governing the operation of a public health laboratory
- Common causes and modes of transmission of communicable diseases
- Health and safety precautions and procedures required in a laboratory
- Bacteriological, serological, mycological, parasitological, virological, environmental, and other microbiological principles
- Appropriate application of laboratory data to public health communicable disease prevention activities and emergency preparedness
- New techniques, technology, concepts, and developments in a public health laboratory

### **Ability to:**

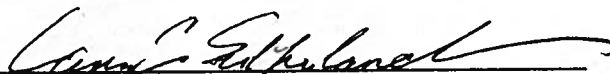
- Plan, organize, coordinate, direct, and evaluate the work of staff
- Hire, supervise, train, and coach technical employees
- Analyze and prepare program goals in accordance with department's needs
- Prepare and analyze financial and statistical data
- Prepare technical and administrative reports and correspondence
- Communicate effectively both orally and in writing
- Establish and maintain cooperative relationships with other governmental agencies, community groups, the general public, health officials, medical staff, and colleagues
- Ability to interpret, apply and explain laws and regulations governing operation of a public health laboratory

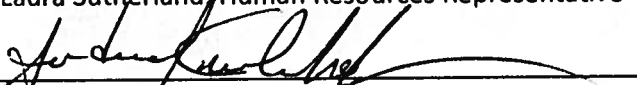
It should be noted that these requirements have not been assessed for purposes of staffing.

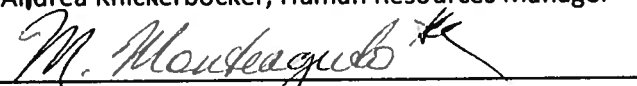
**Analysis and Recommendation**

The scope of responsibility associated with this position has changed from managing the Virology Section with three employees to managing all scientific and technical work processes and professional employees for the entire Public Health Laboratory. Furthermore, the position now functions as an integral part of the Health Department's leadership team and works with community organizations, academics, and other stakeholders to improve Laboratory services. Lastly, the employee filling this position acts on behalf of the Director in his absence.

Considering the significant change in responsibility associated with this job, it is recommended that this position be reclassified to Public Health Laboratory Deputy Director, in Pay Range IJX as requested by the Department.

Prepared by:   
Laura Sutherland, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director



**JOB EVALUATION REPORT**

City Service Commission Meeting Date: March 27, 2012

**Health Department**

<b>Present</b>	<b>Request</b>	<b>Recommendation</b>
New Position (Replacing a Chief Microbiologist PR 11X (\$73,627 - \$103,077)	Laboratory Operations Manager Study of New Position	Public Health Laboratory Operations Manager PR 1EX (\$57,028 - \$79,836)

**Action Required**

In the Salary Ordinance,

under Pay Range 1EX, add the title "Public Health Laboratory Operations Manager (2)" and create footnote (2) to read as following "Recruitment may be up to the midpoint of the range with the approval of Employee Relations.

Under Pay Range 11X, delete the title "Chief Microbiologist".

In the Positions Ordinance, Health Department, Disease Control and Environmental Health Services Division, Microbiological Division, delete one position of "Chief Microbiologist (Y) and add one position of "Public Health Laboratory Operations Manager (Y)".

**Background**

In January, the Milwaukee Health Department requested classification of a new position that would be responsible for managing all the administrative, business, and community outreach, and regulatory compliance work for the Public Health Laboratory. This new position will replace a vacant position of Chief Microbiologist in PR 11X.

In studying this request, the job description created by the Health Department was reviewed and discussions were held with Dr. Stephen Gradus, Public Health Laboratories Director. In addition, occupational information from the Department of Labor and other sources was reviewed as well as salary information from the Bureau of Labor Statistics, an industry survey, and a professional survey.

**The Public Health Laboratory**

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- Disease prevention, control and surveillance
- Environmental health and protection
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- Laboratory improvement, regulation and policy development
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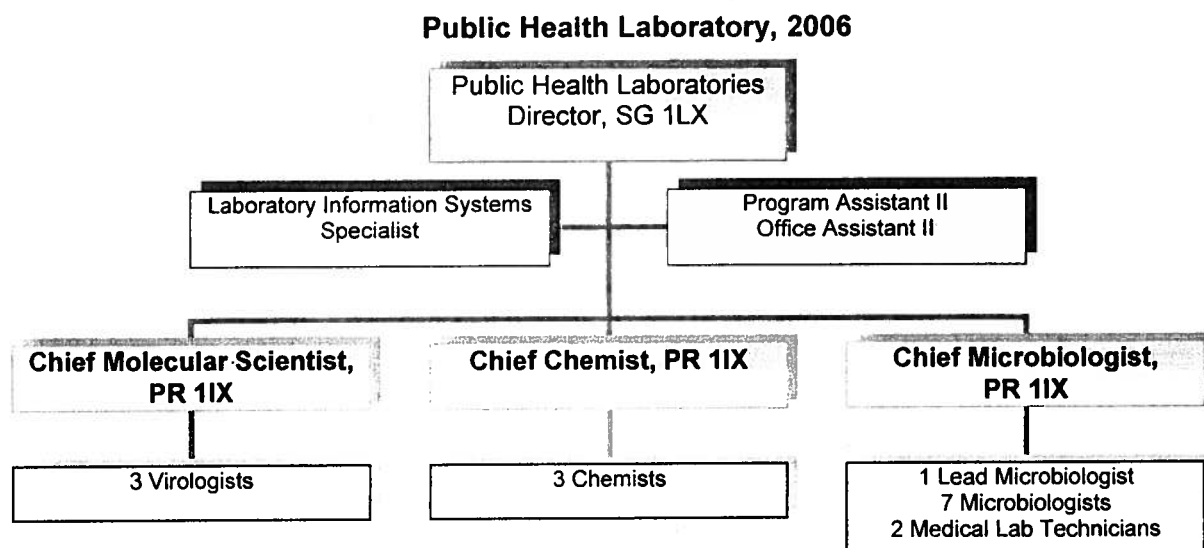
- Clinical and Environmental Microbiology and
- Chemistry, Virology and Molecular Science.

The Laboratory holds the following certifications:

- Clinical Laboratory Improvement Amendment Certification\*
  - Clinical Laboratory Improvement Amendment Certification for the Keenan Health Center\*
  - Wisconsin Department of Agriculture, Trade, and Consumer Protection Laboratory Certification
- \*The federal government's Centers for Medicare & Medicaid Services regulates all laboratory testing (except research) performed on humans in the U.S. through the Clinical Laboratory Improvement Amendments (CLIA).*

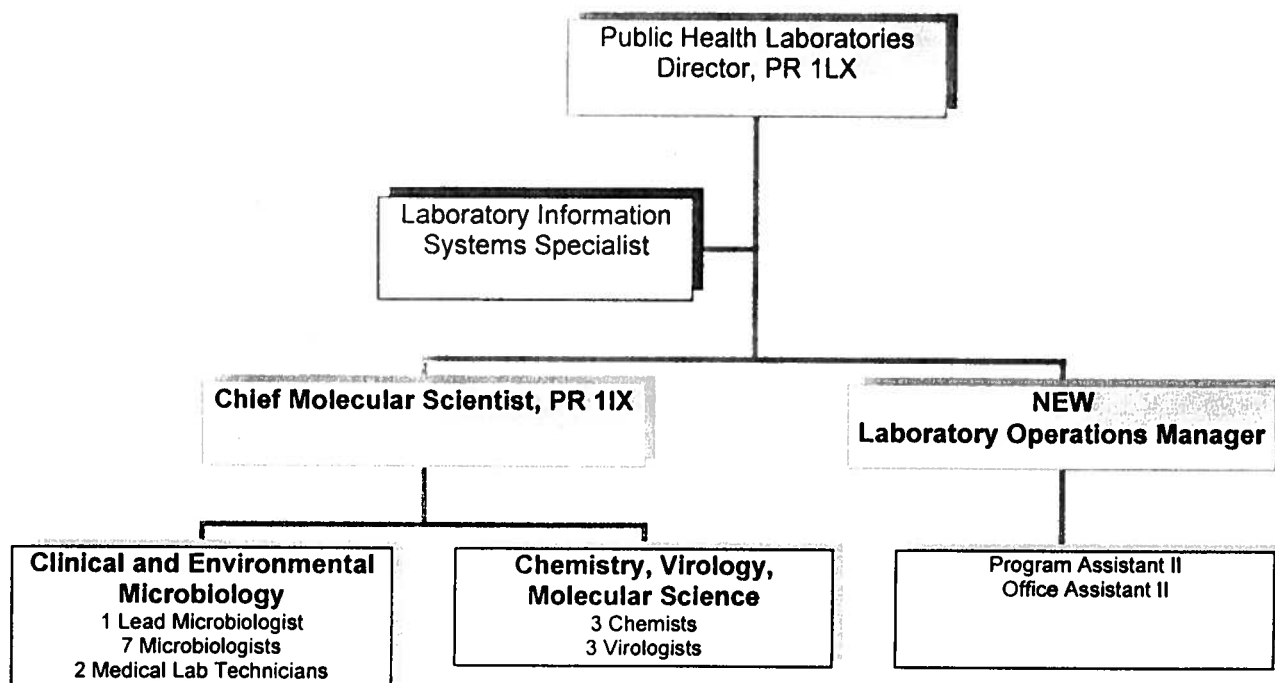
Since 1989 the Health Department's Laboratory has generated almost 3.0 million in revenue for the City.

In 2006, the Public Health Laboratory was organized as shown in the following chart.



The following chart shows how the Public Health Laboratory is currently organized and will be organized with the addition of the new Laboratory Operations Manager.

### Public Health Laboratory, 2012



As indicated, the Chief Microbiologist and a Chief Chemist no longer exist and operations have been consolidated under the Chief Molecular Scientist who formerly functioned as a "section chief" for the virology section.

Sometime after the positions of Chief Microbiologist and Chief Chemist had been eliminated following retirements, it became evident that the Laboratory could not operate effectively at its present level or expand its services and revenues with only a Director and one other manager. As a result, the position of "Laboratory Operations Manager" was added to the Health Department's budget in 2012 to perform critical work in business development, recertification (quality assurance), customer relations, and business operations.

#### Duties and Responsibilities

This Manager will report to the Public Health Laboratories Director and be responsible three interrelated areas: business development, customer relations; recertification (quality assurance), and business operations. This manager will supervise an Office Assistant II and Program Assistant. Duties and responsibilities of the position are as follows:

##### Quality Assurance - Recertification

- Coordinating the quality assurance program to ensure that the Laboratory is in compliance with all municipal, state, and federal regulations as well as and industry standards
- Creating and maintaining Laboratory policies, procedures, and practices
- Managing all necessary documentation, review, and follow-up on incident reports and corrective action reports

**Customer Relations and Business Development**

- Managing customer relations, which includes resolving service issues that may occur
- Creating new business for the Laboratory
- Developing and maintaining a database of the Laboratory
- Actively promoting the Laboratory's services through site visits, speaking engagements, and other means
- Disseminating information to customers via electronic and conventional media
- Actively developing and promoting student internship opportunities
- Seeking new funding sources
- Serving as a liaison to other section of the Health Department such as epidemiology, emergency response, and other relevant program when required

**Business Operations**

- Prepare and oversee budgets, grants, accounts receivable and payable, the procurement of equipment and supplies, and the administration of contracts with vendors.

**Requirements**

The job description prepared by the Department states that the minimum requirements for the job are a bachelor's degree in laboratory science or equivalent and two years of general laboratory managerial/supervisory experience in a hospital or public health based laboratory. Considering the scientific nature of work performed in the Laboratory, the specialized high-tech equipment used, and educational level of the current Laboratory workforce, there is some question as to whether these requirements are adequate in terms of formal education and work experience. This is noted because the requirements for this position will have an influence upon the ultimate pay level recommended for the position. The nature of work performed by this Manager will require knowledge of laboratory operations and the science underpinning those operations; business acumen; the ability to maintain and expand contacts with customers; and the ability to generate new business.

The technical requirements for the position appear to be approximately equivalent to Microbiologist II. The maximum rate of pay for a Microbiologist II is \$58,037. Annual rates of pay for Microbiologists employed in the Health Department's Laboratory are shown in the following table.

Microbiologist Rates of Pay  
City of Milwaukee - 2009

	Min	Max
Microbiologist I	\$34,279	\$47,987
Microbiologist II	\$41,458	\$58,037
Microbiologist III	\$47,109	\$65,957
Lead Microbiologist*	\$53,519	\$74,922

\*Although the job classification of Lead Microbiologist is in existence, there are no positions of Lead Microbiologist in the Health Department.

**Internal Comparisons**

Considering this new manager's responsibilities for business operations, the position could be seen as somewhat equivalent to the classification of Business Operations Manager in Pay

Range 1EX. The business operations manager for the Health Department has a unique title and is allocated to Pay Range 1FX.

Responsibility for customer relations and public relations is usually afforded a good deal of importance in service organizations. Positions related to public relations in City government are commonly allocated to Pay Range 1FX including Public Information Manager in the Common Council-City Clerk, Public Relations Manager in the Police Department, and Permits and Communications Manager in the Department of Public Works. There is also Water Marketing Specialist in Pay Range 2FX.

It should be noted that, in addition to customer relations, the Laboratory Operations Manager will also be responsible for developing new business, increasing revenue, and locating new sources of funding for the Laboratory.

**External Salary Considerations**

The State of Wisconsin compensates Microbiologists and Research Scientists at the following rates.

Rates of Pay for Microbiologists  
 State of Wisconsin - November, 2011

	Min	Appointment Max	Max
Microbiologist	\$35,156		\$58,594
Microbiologist-Senior	\$45,814	\$75,593	\$105,373
Microbiologist Supervisor	\$44,916	\$74,112	\$103,307

The City of Milwaukee's rates are repeated here for comparison.

Microbiologist Rates of Pay  
 City of Milwaukee - 2009

	Min	Max
Microbiologist I	\$34,279	\$47,987
Microbiologist II	\$41,458	\$58,037
Microbiologist III	\$47,109	\$65,957
Lead Microbiologist*	\$53,519	\$74,922

In May of 2010, The Bureau of Labor Statistics reported that the mean rate of pay for Microbiologists in the Milwaukee-West Allis-Waukesha area was \$77,397 annually. This includes all Microbiologists employed in all establishments in the private, nonprofit, and public sectors.

Rates of Pay for Microbiologists  
 Bureau of Labor Statistics  
 Milwaukee-West Allis-Waukesha  
 May, 2010

	Hourly Rate	Yearly Rate
Level 1 Wage	\$27.87	\$57,970
Level 2 Wage	\$32.54	\$67,683
Level 3 Wage	\$37.21	\$77,397
Level 4 Wage	\$41.88	\$87,110
Mean Wage	\$37.21	\$77,397

Levels represent years of experience and expertise.

One way to use this salary data is to gauge the applicant pool from which well qualified applicants for the position of Laboratory Operations Manager could be recruited. If an internal candidate from the City of Milwaukee was promoted into this position, he or she would probably be currently compensated somewhere between \$50,000 and \$60,000 annually, an amount that spans both the Microbiologist II and III. A well qualified candidate from the State of Wisconsin would likely earn between \$45,000 and \$75,000 annually. Likewise, a well qualified candidate from the Milwaukee area could be earning about \$65,000, a rate somewhat less than a Level 2 job listed in the above table.

In order to successfully recruit a qualified candidate to the position of Laboratory Operations Manager it would appear reasonable to establish the position in Pay Range 1EX with a range of \$57,028.14 to \$79,836.38. Further, it would be reasonable for the Department to have some flexibility in recruitment rate for the position.

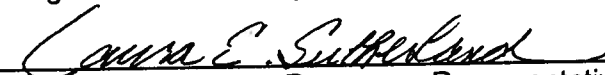
### Conclusion and Recommendation


One of the most important aspects of this job will be to develop new customers and identify new sources of funding. Responsibility for customer relations and developing new business and revenue indicates that the level of responsibility associated with the job is roughly equivalent to that of a Business Operations Manager in PR 1EX (\$57,028-\$79,836). Although the typical Business Operations Manager's scope of responsibilities is larger than the Laboratory Operations Manager, Business Operations Managers in City government do not have responsibility for developing new business and locating new sources of funding as will the Laboratory Operations Manager.

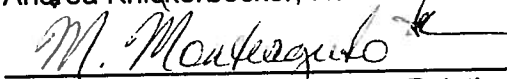
Another critical area of responsibility is the coordination of recertifications required by the Laboratory. In a worst-case scenario, failing to obtain any one of these required recertifications could result in the Laboratory having to cease operations. In order to perform this responsibility well, the employee must have knowledge of laboratory operations and a basic understanding of the science underpinning those operations, be extremely organized, have a high degree of degree of conscientiousness, and be able to communicate and work with many different stakeholders.

Other aspects of the job, such as grants administration, contract administration, and budget preparation and management require business acumen.

Considering the internal comparisons with public relations managers and business operations managers and the external salary data, it is recommended that this new position be allocated to Pay Range 1EX. It is further recommended that the Department be provided the flexibility to recruit a well-qualified individual up to the midpoint of the range with the approval of Employee Relations. We recommend the title of Public Health Laboratory Operations Manager, which is consistent with the titling structure currently in place for the Public Health Laboratory.

Prepared by:   
Laura Sutherland, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting Date: March 27, 2012

This report recommends appropriate classifications and compensation levels for various positions created or changed in conjunction with the implementation of the 2012 City of Milwaukee budget. This report contains recommendations for positions in the Administrative Services Division and the Infrastructure Services Division of the Department of Public Works.

In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives. The following chart summarizes the recommended changes.

**DPW – ADMINISTRATIVE SERVICES DIVISION**

Current	Request	Recommendation
Public Works Personnel Administrator PR 1IX (\$73,627 - \$103,077) Dan Thomas	Public Works Personnel and Compliance Manager PR 1KX (\$83,653 - \$117,118)	Public Works Personnel and Compliance Manager PR 1KX (\$83,653 - \$117,118)

**DPW – INFRASTRUCTURE SERVICES DIVISION**

Current	Request	Recommendation
Bicycle and Pedestrian Coordinator PR 3NN (\$43,846 - \$59,792) Vacant	Bicycle and Pedestrian Coordinator PR 2IN (\$57,028 - \$79,836) Recruitment at \$64,697	Bicycle and Pedestrian Coordinator PR 2IN (\$57,028 - \$79,836) Recruitment at \$64,697

**ACTION REQUIRED – Effective Pay Period 2, 2012 (January 8, 2012)**

In the Salary Ordinance, under Pay Range 3NN, delete the title "Bicycle and Pedestrian Coordinator"; under Pay Range 2IN, add the title "Bicycle and Pedestrian Coordinator (2)". Under Pay Range 1IX, delete the title "Public Works Personnel Administrator"; under Pay Range 1KX, add the title "Public Works Personnel and Compliance Manager".

In the Positions Ordinance, under Department of Public Works – Administrative Services Division, Office of the Commissioner, delete on position of "Public Works Personnel Administrator" and add one position of "Public Works Personnel and Compliance Manager".

**DEPARTMENT OF PUBLIC WORKS – ADMINISTRATIVE SERVICES**

<b>Current:</b>	<b>Public Works Personnel Administrator</b>	<b>PR 1IX</b>
<b>Request:</b>	<b>Public Works Personnel and Compliance Manager</b>	<b>PR 1KX</b>
<b>Recommended:</b>	<b>Public Works Personnel and Compliance Manager</b>	<b>PR 1KX</b>

The Department of Public Works (DPW) indicated they have eliminated one position of Civil Engineer V in Pay Range 1JX as part of the 2012 budget and have made changes in the duties and responsibilities for the following three positions:

Public Works Coordination Manager in PR 1KX  
Public Works Personnel Administrator in PR 1IX  
Recycling Specialist in PR 2HX

The majority of the duties and responsibilities of the eliminated position of Civil Engineer V have been given to the Public Works Coordination Manager in Pay Range 1KX. These duties include coordinating transportation, utility, and general infrastructure needs of major developments; providing transportation planning liaison with various city, county, state, and regional planning agencies; supervising the processing and approval of DPW and building permits, and Special Privileges, Subterranean and Airspace leases and outdoor cafes; coordinating activities with all railroad companies doing business in the City; reviewing paving projects for hollow sidewalks; supervising traffic related reviews for the Board of Zoning Appeals and DPW comments for the City Plan Commission; and coordinating public works activities relating to streetscape improvements.

In addition, two positions of Civil Engineer III and one position of Engineering Technician IV have moved from the Infrastructure Services Division to the Administrative Services Division and are now reporting to the Public Works Coordination Manager. Other duties performed by the Civil Engineer V have been divided up and absorbed by other positions in the Infrastructure Services Division.

In conjunction with these changes several duties and responsibilities of the Public Works Coordination Manager position were given to the Public Works Personnel Administrator as is explained below. Other separate changes have been made to the duties and responsibilities of the Recycling Specialist. As a result of these changes the Department has requested a reclassification of the Public Works Personnel Administrator and the Recycling Specialist. This report is regarding the Public Works Personnel Administrator position. The Recycling Specialist position will be reviewed in a subsequent report.

The basic function of the Public Works Personnel Administrator is, under the general direction of the Commissioner of Public Works and the Operations Division Director, to represent DPW on a wide variety of employee relations and contractual matters including labor relations; contract bid, award, compliance, and dispute resolution; personnel; discrimination complaints; benefits and payroll; and safety. Duties and responsibilities include the following:

- 30% Advise and represent DPW management regarding disciplinary actions, employment law, and civil service benefits. This includes development and implementation of personnel policies; providing training on various topics as needed; preparing and presenting cases before the Civil Service Commission; and advising and consulting with City Attorney staff on matters involving employee discrimination complaints.
- 30% Manage the DPW contract function with the award and administration of \$150 - \$200 million in construction and professional service contracts. This includes monitoring contractor compliance based on various statutes, ordinances, and contract law; conducting legal and procedural analysis to determine whether contractor's actions are in violation of any provisions, laws or agreements; mediating alleged violations and creating and implementing proposed economic or procedural remedies; and supervising contract staff.
- 20% Supervise Payroll, Safety, Driving Training Instructors and the Public Works University. This includes developing, implementing and monitoring the DPW Safety Program, overseeing training activities, and monitoring legislation regarding federally mandated drug and alcohol programs; developing, implementing and monitoring the payroll function and policies; and advising and training management regarding payroll and personnel related matters; developing, implementing and monitoring compliance with the Americans with Disabilities Act (ADA), case review and analysis of the Transition Duty Program, accommodations and fitness for duty requests, and referrals to the Disabled



Employee Placement Program; monitoring and analysis related to the Family and Medical Leave Act (FMLA), case review and analysis of FMLA certification and requests for recertification, second opinions, etc; and overseeing, researching, developing, and implementing curriculum for the Public Works University and developing and implementing website training modules.

- 5% Represent DPW during grievance hearings and arbitrations, unemployment compensation hearings, and discrimination hearings. This includes researching, interpreting, and implementing various facets of employment law and matters subject to arbitration process; preparing data and exhibits; providing testimony regarding DPW policies, procedures and actions on various matters; and advising and consulting with City Attorney and Labor Relations staff regarding matters involving employee relations.
- 5% Serve as the DPW point of contact for contract compliance related matters. This includes advising the Common Council, developers, DPW personnel, community groups, and the public regarding various projects and programs; initiating planning meetings and consultations with principals as needed; and representing the Commission of Public Works at these and other related meetings.
- 5% Resolve complex problems related to personnel administration, payroll, safety, and contract administration. This includes investigating, reviewing, preparing reports and solving complex and/or politically sensitive issues and problems regarding planning and implementation of projects and programs; and representing the Commissioner of Public Works before the Common Council and at other related meetings.
- 5% Review programs, program changes, and contractual changes. This includes reviewing formal programs submitted to the Common Council, ordinance language changes, specifications and proposals, and contract bids, change orders and time extensions.

Requirements include a Bachelor's Degree in Human Resource Management or related area and eight years of experience as a high level management representative in contract management and labor relations. Equivalent combinations of education and experience may be considered. Other requirements include the ability to interpret and apply highly complex legal and contract principles to construction contracts and employee relations matters; highly developed written and oral communication skills; and high level interpersonal skills to effectively interact with the Common Council, State and Federal Courts, contractors, citizens, and other City and government agencies.

The changes in this position include responsibility for managing the award and administration of construction and professional services contracts and evaluating and implementing citywide workforce programs such as the Resident Preference Programs and the "Minority, Woman, and Small Business Enterprise Program" under Chapter 370 of the Milwaukee Code of Ordinances. These changes have greatly strengthened this position and comprise 30 – 40%, depending on the time of the year, of the position's total duties and responsibilities. The position will also supervise two additional staff, Contract Compliance Officer in Pay Range 2GX and Office Assistant IV in Pay Range 6HN which will mean supervisory responsibility for 22 positions.

These additional duties have a high consequence of error and require good judgment in making decisions related to contracts worth a total of \$150 - \$200 million per year. Previously the position was focused primarily on internal DPW operations and employee relations. With these new duties this position will also be responsible for interactions with numerous contractors and for implementing these citywide workforce programs that directly affect the public. Other positions in the requested level of Pay Range 1KX include Public Works Coordination Manager,

Facilities Manager, and Administration and Projects Manager. All of these positions have widespread authority and responsibility within DPW and are comparable to the position under study. The requested title of "Public Works Personnel and Compliance Manager" reflects well the responsibilities of the position.

Based on the above analysis we recommend that the Public Works Personnel Administrator in Pay Range 1IX be reclassified to Public Works Personnel and Compliance Manager in Pay Range 1KX.

**DEPARTMENT OF PUBLIC WORKS – INFRASTRUCTURE SERVICES**

<b>Current:</b>	<b>Bicycle and Pedestrian Coordinator</b>	<b>PR 3NN</b>
<b>Request:</b>	<b>Bicycle and Pedestrian Coordinator</b>	<b>PR 2IN</b>
<b>Recommended:</b>	<b>Bicycle and Pedestrian Coordinator</b>	<b>PR 2IN</b>

The basic function of this position is to administer the City of Milwaukee's Bicycle and Pedestrian Plan. The specific duties and responsibilities are as follows:

- 15% Serve as the Project Manager for various bicycle and pedestrian related grant and city funded projects.
- 15% Serve as staff to the City's Bicycle and Pedestrian Task Force; serve as the City's bicycle/pedestrian liaison; and coordinate programs and activities with regional agencies.
- 15% Administer the City's Neighborhood Traffic Management Program.
- 10% Design bicycle and pedestrian facilities within the right of way and oversee the work of consultants designing bicycle and pedestrian related facilities.
- 10% Coordinate efforts in complying with ADA (Americans with Disabilities Act) requirements as they relate to City facilities
- 10% Analyze reports, studies, bicycle/pedestrian plans, and related information; and make recommendations for improving the accessibility and safety of bicycle and pedestrian facilities.
- 10% Review major projects to ensure compliance with City plans and goals for bicycles, pedestrians, and accessibility; and monitor compliance with ADA requirements.
- 10% Administer and expand various City bicycle and pedestrian programs
- 5% Perform other related duties as assigned.

Requirements include four years of experience in the planning and designing of bicycle and pedestrian facilities or other duties listed above; or current status as a regularly appointed City of Milwaukee employee with at least two years of experience at the level of Civil Engineer II or Engineering Technician V with experience in the planning and designing of bicycle and pedestrian facilities. A Bachelor's Degree in Planning, Engineering, Communication, or related field is desired. Equivalent combinations of education, training and experience may also be considered. Other requirements include knowledge of principles and practices of planning and design related to bicycle and pedestrian facilities according to the American Association of State Highway and

Transportation Officials (AASHTO) standards and of the Americans with Disabilities Act (ADA) requirements as they relate to City facilities; an ability to design bicycle and pedestrian facilities according to state and federal guidelines, plan and organize public education and promotion programs, and use computer applications for data management and analysis, word processing and drafting; and strong oral and written communication skills. It should be noted that these requirements have not yet been assessed for the purposes of staffing.

This position was first created in 2005 by using the authority of a vacant position of Engineering Drafting Technician IV in Pay Range 604 (which is currently 3NN). In 2006 the title was changed to Bicycle and Pedestrian Coordinator. The requirements at that time were two years of experience in the planning and designing of bicycle and pedestrian facilities or other experience performing duties related to those listed above; or current status as a City employee with at least two years of experience at the level of an Engineering Drafting Technician II or in planning and designing bicycle and pedestrian facilities. Equivalent combinations of job-related training and experience could be considered.

The Department indicated that there have been a number of changes in the position since it was first created that have made the position stronger and at a higher level. These changes include serving as a project manager for various bicycle and pedestrian related projects and administering the Neighborhood Traffic Management Program. The purpose of the Neighborhood Traffic Management Program is to "slow motor vehicle traffic in a particular neighborhood or on a particular street in order to improve safety and comfort of residents, businesses, pedestrians, and bicyclists" and includes several steps and options to achieve these goals. This position also has much interaction with the community to implement this and other programs and projects.

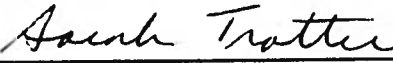
The Department has revised the requirements for the position to include four years of experience in the planning and designing of bicycle and pedestrian facilities or current status as a regularly appointed City of Milwaukee employee with at least two years of experience at the level of Civil Engineer II or Engineering Technician V with experience in the planning and designing of bicycle and pedestrian facilities. A Bachelor's Degree in Planning, Engineering, Communication, or related field is desired. The level and amount of experience required are generally consistent with the requirements for Engineering Technician VI and Civil Engineer III which vary according to location and assignment.


An Engineering Technician VI is the highest level of the Engineering Technician series and performs advanced technical work in subprofessional engineering. Duties may include technical and complex work in surveying and drafting, making engineering investigations and inspections, and being responsible for a significant phase or section of work. This level is distinguished from the other levels of Engineering Technician by the scope of oversight responsibility and the complexity of work. A Civil Engineer III is distinguished from the journey level Civil Engineer II level by the need to work more independently and be responsible for a particular area of engineering. The position may also have oversight of other staff, serve as a project manager, and/or serve as staff for a board or committee.

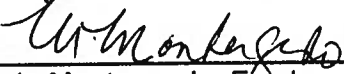
The position under study will not directly supervise employees on a consistent basis but will have project and program management responsibilities that include oversight of other positions on a project basis. The position also serves as staff for the Bicycle and Pedestrian Task Force and has extensive community outreach responsibilities relating to the City-Wide Bicycle Plan in addition to the Neighborhood Traffic Management Program. A review of job descriptions for the classifications of Engineering Technician IV, V, and VI and Civil Engineer II and III indicates that

the duties and responsibilities of the position under study are comparable to those of an Engineering Technician VI or Civil Engineer III in Pay Range 2IN.

Based on the above analysis we recommend this position be classified as Bicycle and Pedestrian Coordinator in 2IN with a recruitment rate at \$64,697.

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