



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

December 10, 2014

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

Dear Committee Members:

Re: Common Council File Number 141130

The following classification and pay recommendations were approved by the City Service Commission on **December 9, 2014**.

In the City Attorney's Office, two more levels in the classification series for Assistant City Attorney was recommended.

In the Common Council-City Clerk-License Division, one new position is recommended for classification to License Coordinator, Pay Range 1CX.

In the Department of Employee Relations, one position of Administrative Assistant III, Pay Range 5FN is recommended for reclassification to Administrative Services Coordinator, Pay Range 5JN.

In the Department of Neighborhood Services, four positions of Special Enforcement Inspector, Pay Range 2EN assigned to Court Division, is recommended for a footnote rate when designated as a leadworker. One position of Administrative Assistant II, Pay Range 6HN, is recommended for reclassification as an Administrative Assistant IV, Pay Range, 5IN.

In the Department of Water Works, the Water Distribution Chief Repair Worker, Pay Range 8MN and Water Distribution Repair Worker II, Pay Range 8IN was recommended for reallocations; and the Water Field Supervisor, Pay Range 1BX was recommended for a higher recruitment rate.

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

Sincerely,


Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 3 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, James Carroll, Dennis Yaccarino, John Ledvina, Deborah Ford, Nicole Fleck, Grant Langley, Linda Burke, Vincent Moschella, Danielle Bergner, Miriam Horwitz, Richard Withers, Robert Jorin, James Owczarski, Rebecca Grill, Jason Schunk, Maria Monteagudo, Nola Nelson, Arthur Dahlberg, Thomas Mishefske, Lynne Steffen, Jennifer Klouda, Carrie Lewis, Laura Daniels, Ghassan Korban, Preston Cole, Dan Thomas, Arvis Williams, Dawn Crowbridge, Boyd McCamish, Kenneth Wischer, Daniel Panowitz, Calvin Lee and Penni Secore (DC 48)



JOB EVALUATION REPORT

City Service Commission Meeting Date: December 9, 2014

Department: City Attorney

-Summary-

This report recommends creating two more levels in the classification series for Assistant City Attorney. The additional levels will provide more flexibility in the recruitment, hiring and promotion of Assistant City Attorneys and help the City Attorney address some recruitment and retention challenges. Further, the additional levels will establish a viable career path with fiscally reasonable promotional opportunities and levels that better reflect differences in complexity of work. As a result of this recommendation, the number of levels increases from three to five as shown in the chart below. Promotional criteria and minimum requirements for the new levels will be determined by the City Attorney taking into consideration scope of responsibility, complexity of assignment, oversight and guidance received, as well as years of experience.

Current Classification and Pay Range	Proposed Classification and Pay Range	Comments
Assistant City Attorney I PR 2IX (\$58,462-\$81,844) Recruitment at any rate	Assistant City Attorney I PR 2IX (\$58,462-\$81,844) Recruitment at any rate	Entry Level requiring 0 to 3 years of experience. Scope of work is restricted and responsibilities are performed within established framework under general instructions and supervision.
	Assistant City Attorney II 2KX (\$66,435-\$93,010) Recruitment at any rate	Criteria for promotion to this level to be determined by the City Attorney.
Assistant City Attorney II PR 2MX (\$75,478-\$105,669) Recruitment at any rate	Assistant City Attorney III PR 2MX (\$75,478-\$105,669) Recruitment at any rate	Intermediate Level requiring at least 5 years of experience. Specialized scope of work requiring in-depth knowledge of subject area. Limited guidance provided in the form of stated objectives.
	Assistant City Attorney IV PR 2OX (\$85,757-\$120,064) Recruitment at any rate	Criteria for promotion to this level to be determined by the City Attorney.
Assistant City Attorney III PR 2QX (\$97,420-\$136,395) Recruitment up to \$131,024	Assistant City Attorney V PR 2QX (\$97,420-\$136,395) Recruitment up to \$131,024	Advanced Level requiring over 7 years of experience. Assignments involve the highest level of legal complexity carrying policy ramifications of a highly visible and sensitive nature.

This report also recommends a change to Part II Section 5 of the Salary Ordinance to add a provision that would, contingent upon the availability of funds as determined by the Budget and Management Division, authorize language for a merit pay plan for Assistant City Attorneys similar to the one in existence under provisions of the labor contract between the City and the Municipal Attorneys prior to Act 10. This change authorizes the language for the creation of the plan but does not authorize funding for implementation.

Background and Analysis

Earlier this year, Grant Langley, City Attorney, requested the creation of two new levels in the Assistant City Attorney classification series. The additional levels were needed to better distinguish between the different levels of experience and proficiency among the Assistant City Attorneys and to create a viable career ladder to address recruitment and retention difficulties expected in the upcoming year.

The City Attorney also requested a change to Part II Section 5 of the Salary Ordinance to add a provision that would, contingent upon the availability of funds as determined by the Budget and Management Division, authorize language for the creation of a merit pay plan for Assistant City Attorneys similar to the one in existence under provisions of the labor contract between the City and the Municipal Attorneys prior to Act 10. This report only addresses the creation of the language in the Salary Ordinance but does not authorize funding for implementation as that would be at the discretion of the Budget and Management Analysis Division subject to the availability of funds within the City Attorney's Office budget.

In May of 2012 a new Assistant City Attorney series was created that included three levels of Assistant City Attorney as shown in the first column in the above chart. These ranges were equivalent to the former Management Pay Plan Salary Grades 8, 12, and 16. The new structure was created to help address the fact that not all Assistant City Attorney positions require the same level of knowledge, skill, and ability and that the complexity of the assignments varies significantly across the legal sections: Litigation/Employment/Benefits (LEB), Education/Development/Labor (EDL), and Ordinance Enforcement/General Services (OE/GS).

The creation of three levels and the resulting pay ranges provided flexibility to recruit and hire legal professionals with varied backgrounds, from recent graduates with no experience to seasoned legal professionals with specific areas of expertise. Once hired, Assistant City Attorneys have no opportunity for pay progression as they are not part of a competency-based or skill-based pay plan.

The lack of pay progression since the expiration of the labor agreement between the City and the Municipal Attorneys have resulted in a significant peer pay compression problem with the salaries of recently hired attorneys frozen at or near the minimum of the pay range for Assistant City Attorney I and II and the salaries of tenured employees at or near the maximum of Assistant City Attorney III.

Promotions of recently hired individuals at the low-end of the pay ranges to Assistant City Attorney II or Assistant City Attorney III are financially challenging due to the 30% spread between pay ranges. For example, an Assistant City Attorney I hired in 2012 with limited experience has remained at the minimum of the pay range with an annual salary of \$58,462. Promotion into Assistant City Attorney II would result in a salary of \$75,478, a difference of \$17,016. Several of these promotions within any given year can have a significant impact in the City Attorney's salary account.

Recommendation

The current Assistant City Attorney classification structure allows for some promotions but because salaries for recent hires are compressed towards the bottom of the pay ranges, promotions are budget prohibitive given that a promotional increase can result in a \$15,000 to \$20,000 salary increase.

To lessen the fiscal impact of a promotion yet allow an increase in compensation commensurate with an increase in responsibility and complexity of work we recommend creating two new levels in the Assistant City Attorney classification series. One of the levels would be between the current levels I and II and the other new level would be between the current levels II and III. The new proposed levels would be equivalent to the former Management Pay Plan Salary Grades 10 and 14. The rates for the beginning, middle and top levels would stay the same. We recommend the structure be recreated as follows:

Proposed Classification and Pay Range*
Assistant City Attorney I PR 2IX (\$58,462-\$81,844) Recruitment at any rate
Assistant City Attorney II 2KX (\$66,435-\$93,010) Recruitment at any rate
Assistant City Attorney III PR 2MX (\$75,478-\$105,669) Recruitment at any rate
Assistant City Attorney IV PR 2OX (\$85,757-\$120,064) Recruitment at any rate
Assistant City Attorney V PR 2QX (\$97,420-\$136,395) Recruitment up to \$131,024

*Pay Range equivalencies under the former Management Pay Plan: SG 08, 10, 12, 14, and 16.

Using the same example described above, a promotion of an Assistant City Attorney I with an annual salary of \$58,462 to Assistant City Attorney II would result in an increase of \$7,973 under the recommended structure. This promotional increase is more reasonable and will allow the City Attorney to use the career ladder created in 2012 the way it was intended.

This report also recommends amending Part II Section 5 of the Salary Ordinance to create language for a merit pay plan for Assistant City Attorneys contingent upon the availability of funds within the City Attorney's budget as determined and authorized by the Budget and Management Division.

The new classification series will continue to be characterized by the provisions described below.

Budget and Position Authority:

- All positions will be authorized at the Assistant City Attorney V level. This however does not mean that all positions will be filled at that level or that all Assistant City Attorneys independent of work assignment are eligible for promotion to the Assistant City Attorney V level.
- The City Attorney will have discretion and authority to determine the level at which vacant positions will be filled within established budget authority and resources.

Initial Appointment:

- Appointment of new Assistant City Attorneys with no prior legal experience shall be at the Assistant City Attorney I level.
- Appointment of new Assistant City Attorneys with experience shall be at the I, II, III, IV or V level. Consistent with existing recruitment provisions, the City Attorney shall retain flexibility to appoint at the I, II, III and IV levels anywhere in the range. However, appointment of a new Assistant City Attorney at a rate above the minimum shall not create internal equity problems.
- Appointment at the Assistant City Attorney V level can be made at a rate that does not exceed \$131,024.40.

Promotion:

- Promotion after under-fill will be consistent with applicable civil service rules.
- Promotional criteria and minimum requirements for the new levels will be determined by the City Attorney taking into consideration scope of responsibility, complexity of assignment, oversight and guidance received, as well as years of experience.
- Salary after promotion will result in 5% adjustments or the minimum of the new grade, whichever is greater, consistent with existing provisions of the Salary Ordinance.

Pay Progression:

- Salary adjustments based upon merit may be authorized as determined by the Budget and Management Division.

This adjustment in the classification structure will still require the Office of the City Attorney to use established criteria in assessing performance and measuring competencies in order to promote individuals to the Assistant City Attorney II, III, IV and V levels. This adjustment will also provide the City Attorney more flexibility in determining the appropriate level at which vacant Assistant City Attorney positions should be filled based on the needs of the Office and the availability of candidates with varied levels of experience.

It is important to note that promotion actions will be contingent upon availability of funds as determined by the Budget Office for 2015. Employees with the current title of Assistant City Attorney II will receive a title change to Assistant City Attorney III and employees with the current title of Assistant City Attorney III will receive a title change to Assistant City Attorney V upon implementation of this report.

In order to implement recommendations contained in this report, it will be necessary to amend the Salary and Positions Ordinance as follows:

In the Salary Ordinance,

Under Pay Range 2KX, add the title "Assistant City Attorney II (5)" with footnote designation (5) to read: "(5) Recruitment is at any rate in the Pay Range at the discretion of the City Attorney."

Under Pay Range 2MX, delete the title "Assistant City Attorney II (1)" and add the title "Assistant City Attorney III (1)".


Under Pay Range 2OX, add the title "Assistant City Attorney IV (3)" with footnote designation (3) to read: "(3) Recruitment is at any rate in the Pay Range at the discretion of the City Attorney."

Under Pay Range 2QX, delete the title "Assistant City Attorney III (1)" and add the title "Assistant City Attorney V (1)".

Under Part II Section 5, add letter G as follows:

"G. Merit Adjustments: The City Attorney is authorized to create a merit pay plan for Assistant City Attorneys. Salary adjustments based on merit shall not exceed 4% of an eligible employee's salary. Merit adjustment for eligible employees shall be contingent upon the availability of funds within the City Attorney's Office budget as determined by the Budget and Management Analysis Division."

In the Positions Ordinance, under City Attorney, Legal Division, delete 34 positions of "Assistant City Attorney III (A)(Y)" and add 34 positions of "Assistant City Attorney V (A)(Y)"; and delete 2 positions of "Assistant City Attorney III (0.8 FTE)(Y)" and add 2 positions of "Assistant City Attorney V (0.8 FTE)(Y)".

Prepared by: 
Sarah Trotter, 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: December 9, 2014

Common Council – City Clerk – License Division

Current	Request	Recommendation
New Position	Enforcement Coordinator PR 1CX (\$51,469 - \$72,063)	License Coordinator PR 1CX (\$51,469 - \$72,063)

Department of Employee Relations

Current	Request	Recommendation
Administrative Assistant III PR 5FN (\$42,539 - \$48,248)	Administrative Services Coordinator PR 5JN (\$49,344 - \$57,144)	Administrative Services Coordinator PR 5JN (\$49,344 - \$57,144)

Department of Neighborhood Services

Current	Request	Recommendation
Special Enforcement Inspector PR 2EN (\$52,750 - \$61,952) 4 positions assigned to Court Division	Study of Court Services Responsibilities	Special Enforcement Inspector PR 2EN (\$52,750 - \$61,952) FN: Additional 5% for designation as a "leadworker" for up to two positions.
Administrative Assistant II PR 6HN (\$37,830 - \$41, 863)	Study of Position	Administrative Assistant IV PR 5IN (\$47,779 - \$54,669)

Action Required

Effective Pay Period 1, 2015 (December 21, 2014)

In the Salary Ordinance, under Pay Range 2EN, attach designation "16" to title "Special Enforcement Inspector" with footnote "16" to read: "(16) An employee designated as a leadworker by the DNS Commissioner will receive an additional 5% while performing those functions."

Effective Pay Period 1, 2014 (December 22, 2013)

In the Positions Ordinance, under Department of Employee Relations, Administration Division, delete one position of "Administrative IV" and add one position of "Administrative Services Coordinator".

Effective Pay Period 1, 2015 (December 21, 2014)

In the Positions Ordinance,

under Common Council – City Clerk, Public Information Division, License Division, add one position of "License Coordinator (Y)";

under the Department of Neighborhood Services, Office of the Commissioner, delete one position of "Administrative Assistant II" and add one position of "Administrative Assistant IV"; and under Court Division, add designation "B" to "Special Enforcement Inspector" with footnote "B" to read: "(B) up to 2 positions may be designated by Neighborhood Services Commissioner as a Lead Special Enforcement Inspector."

Common Council – City Clerk – License Division

Current:	New Position	
Request:	Enforcement Coordinator	PR 1CX
Recommended:	License Coordinator	PR 1CX

On September 22, 2014 DER received a request from the City Clerk to recommend an appropriate title and pay level for a new position of "Enforcement Coordinator" in that Office. The position was subsequently authorized by the Common Council and Mayor when the City's 2015 budget was approved. The purpose of this position is to administer and enforce all aspects of City of Milwaukee Ordinance 100 pertaining to public passenger vehicle regulations adopted by the Common Council and Mayor in July, 2014. In studying this request, Employee Relations reviewed the job description for the position created by the City Clerk's Office, regulations for public vehicle drivers, Milwaukee Ordinance 100, and held discussions with Rebecca Grill, Deputy City Clerk.

Duties and Responsibilities

The employee performing this job will report to the License Division Assistant Manager and supervise one License Specialist. The principal duties and responsibilities of the job will include:

- Coordinating the inspection of vehicles conducted by mechanics in the Department of Public Works which includes inspecting the interior and exterior of vehicles for adherence to established standards
- Investigating and resolving customer service complaints
- Identifying opportunities for system improvements. With stakeholders, testing possible solutions, and implementing new procedures
- Enforcing standards and regulations; Identifying areas of possible risk and proposing controls to minimize exposure
- Serving as staff to the Public Works Committee and occasionally making presentations before the Transportation Review Board
- Creating and revising forms, letters, manuals, applications, and public information.
- Preparing reports, information, and memoranda from various sources that include statistical data and background information for management, elected officials, and City department heads, and the public.

Minimum requirements include and related Bachelor's Degree and two years of related experience.

Analysis

Three months ago, sweeping changes were made to the ordinance governing to the operation of taxicabs in the City of Milwaukee. Most significantly, the cap on the number of taxicab licenses was eliminated, causing a good deal of interest in obtaining licenses. To date, the License Division has issued 739 licenses to drivers of public vehicles, almost double the number of licenses that had previously been allowed.

The position that is the subject of this study will have responsibility for administering licenses for these public vehicle drivers. Due to the newness of the program and history of this issue, the employee who performs this job will have a good deal of public visibility responding to complaints, providing information and reports to policy makers, explaining regulations to the public, and representing the License Division at meetings of the Public Works Committee. In

addition to providing information to elected officials, staffing the Public Works Committee, and improving processes, this position will also fulfill an important enforcement role by ensuring that the standards established for drivers and vehicles are met.

The nature of work associated with this job is that of a high-level license administrator specializing in a high visibility area. The current hierarchy for job classifications in the License Division is shown in the table below.

Title	Pay Range	Minimum	Maximum
License Division Manager	1HX	\$70,827	\$99,154
License Division Assistant Manager	1FX	\$62,338	\$87,270
License Coordinator	1CX	\$51,469	\$72,063
License Specialist III	5GN		\$51,200
License Specialist II	5EN	\$42,539	\$47,850
License Specialist I	5DN	\$39,566	\$46,724

As illustrated, the highest level of License Specialist is that of a License Specialist III in Pay Range 5GN. The job class immediately above License Specialist III is that of License Coordinator. This Coordinator is a first-line supervisor with responsibility for all day-to-day work carried out by the License team. The department sees the position that is the subject of this report as approximately equal to the Coordinator job in terms of responsibility exercised and knowledge and skill required. For that reason, there is a request to allocate the new position to the same pay range as that of License Coordinator.

Although the new position does not have an equivalent level of supervisory responsibility, it will exercise responsibility in other areas, most of which revolve around contacts with others. These duties include providing reports and information to elected officials, representing the License Division in the Public Works Committee, providing information to the public, and responding to routine and out-of-the ordinary customer issues and complaints as well as inquiries from other City employees, business representatives, and elected officials. In addition, the employee performing this job will perform and enforcement functions for the program.

In conclusion, this position is comparable to the current License Coordinator classification in terms of responsibility exercised and knowledge and skill required. We therefore recommend that this new position be classified in Pay Range 1CX with the title of License Coordinator.

Department of Employee Relations

Current: Administrative Assistant III PR 5FN
Request: Administrative Services Coordinator PR 5JN
Recommended: Administrative Services Coordinator PR 5JN

The Administrative Assistant III position in the Department of Employee Relations is responsible for providing administrative support to various functions and activities of the Department of Employee Relations including staffing and coordinating the work of the Board of City Service Commissioners. This position's scope of responsibility has expanded over the last several years. The nature and complexity of the work now performed is consistent with work typically associated with a para-professional level position within the city service.

The most significant changes in the duties and responsibilities of this position entail a shift in the type of work performed in support of the City Service Commission. While in the past the work of the position involved administrative activities (preparing meeting notices and minutes, coordinating and scheduling agenda items, coordinating meetings and communicating with the

Commissioners), over the last several years the work has expanded to include providing advice and guidance to applicants, employees, and their representatives regarding their rights, responsibilities, and protocols under the rules of the Commission. In addition, this position is now consulting with the City Attorney's Office regarding legal matters on behalf of the Commission or the DER Director as well as screening agenda items and contacting departmental representatives for additional information and follow up. Changes stemming from Act 10 have also increased the volume of calls and labor related inquiries that used to be handled by labor representatives. This work has traditionally been done by analysts within the Department of Employee Relations as it requires sound understanding of the rules of the Commission, internal operating guidelines and employment laws and regulations. The position requires the incumbent to have and use excellent written and oral communication skills, excellent interpersonal skills, and exercise sound judgment while dealing with confidential and sensitive matters.

Other changes impacting this position's work and level of responsibility include:

- Providing administrative support to the City's Labor Negotiators and the labor relations staff including processing and monitoring grievances, tracking and researching information for staff in preparation for bargaining; scheduling meetings, mediation, arbitration sessions;
- Providing administrative support to the City's Employee Benefits Director and the Labor Management Wellness Committee; and
- Serving as one of the facilitators of New Employee Orientation.

These expanded duties require sound knowledge and understanding of the rules of the Commission, general knowledge of employment matters, and the ability to interpret rules and regulations and provide information to individuals. In determining the appropriate level for this position the Department reviewed the following classifications:

Title	PR	Minimum	Maximum
Benefit Services Specialist II	5HN	\$45,013	\$51,408
Program Assistant III	5IN	\$47,779	\$54,669
Administrative Services Coordinator	5JN	\$49,344	\$57,144
Claims Adjuster Senior	2EX	\$45,306	\$63,426
Benefits Services Analyst	2EX	\$45,306	\$63,426

The Administrative Services Coordinator classification in Pay Range 5JN appears to be the match in terms of the level of responsibility and complexity of the position. The Claims Adjuster Senior and Benefit Services Analyst positions within DER are journey level professional positions performing technical work within a specialized area of human resources and for that reason they are not good comparables.

The position in DCD serves as the coordinator for various departmental administrative functions and provides executive level support to the Commissioner – City Development and key staff in the Commissioner's Office. This includes coordinating various functions such as maintenance and custodial operations, record retention process, tracking system and responses to proposed state legislation; coordinating meetings between top level executives, the Mayor and the Commissioner; coordinating personal appearances for the Commissioner on behalf of the Mayor as directed by the Mayor; reviewing and prioritizing all correspondence addressed to the Commissioner and routing it to staff for response or information; and performing general research regarding departmental issues and projects upon request.

The position in DOA-Intergovernmental Relations is responsible for reviewing state legislation as it is introduced, coordinating and tracking referrals and responses, maintaining the legislative database, and assisting in the development of the City's legislative package. This position also serves as liaison to the Common Council Judiciary and Legislation Committee, Mayor's Office, City Departments and organizational affiliations and oversees administrative operations of the Intergovernmental Relations Division.

Department of Neighborhood Services

Current:	Special Enforcement Inspector	PR 2EN
Request:	Study of Court Services Responsibilities	
Recommended:	Special Enforcement Inspector	PR 2EN

Footnote: Additional 5% for designation as a "leadworker" for up to two positions.

The Department of Neighborhood Services (DNS) has requested consideration of higher level "leadworker" responsibilities for Special Enforcement Inspectors in the Court Division that periodically take on the responsibilities of the Building Codes Court Administrator (PR 1GX \$66,435-\$93,010).

Currently there are four Special Enforcement Inspectors positions assigned to the Court Division of DNS. The duties and responsibilities of these positions include:

- 30% Serve summons, citations and prepare service affidavits.
- 65% Reinspection of Court cases prior to the scheduled court appearance, print photos of violations and any other necessary documents, and send any necessary fee letters
- 5% Work cooperatively with the Building Codes Court Administrator by assisting in training and mentoring employees; remaining up-to-date on all related city, state, and national codes and potential changes.

However, when volume requires or in the absence of the Building Codes Court Administrator, several of the Special Enforcement Inspectors are required to take on all related Municipal Court duties including all preparatory work needed for the Court appearances. DNS is currently scheduled to appear on Tuesday mornings, Wednesday mornings, and Thursday morning and afternoon.

Special Enforcement Inspectors taking on this role must review and prepare all cases prior to the court appearances. This includes:

- Calculating fine amounts
- Determining the plea offers
- Ensuring that all needed documentation is included in the case file
- Checking on ownerships as necessary

While at Court, these Special Enforcement Inspectors are required to meet with each defendant to negotiate a plea (if the case is scheduled for an arraignment or pre-trial) or inform the defendant of their fine amount (if the case is scheduled for sentencing, further proceedings or MRO). The Inspector must relay this information to the Assistant City Attorney and document this information on the case file. All case files must be updated with the Court's decision as those decisions are made. Case files also need to be updated with reinspection fee amounts as well as a determination on whether a referral should be made back to the DNS district inspector.

It is critical that these Inspectors know Municipal Court procedures and be able to answer any court related questions.

These additional Court Services duties represent a higher level specialized responsibility than that regularly performed by a Special Enforcement Inspector. These additional duties are daily duties performed by the Building Codes Court Administrator. Inspectors must know how to run the reports needed to prepare the cases, interpret these reports and incorporate the results into the plea offers and forfeitures recommended to the Judges during all types of hearings (arraignments, Further Proceeding, Sentencing, Pretrial, Trials and Motions to Modify). Performing these duties requires knowledge of Municipal Court procedures as well as the Municipal Court computer systems/programs utilized during court proceedings.

In recognition of taking on these Building Codes Court Administrator duties, this report recommends that up to two Special Enforcement Inspectors may be designated as "Lead Special Enforcement Inspectors" and be compensated an additional 5% while performing these functions.

Department of Neighborhood Services

Current:	Administrative Assistant II	PR 6HN
Request:	Study of Position	
Recommended:	Administrative Assistant IV	PR 5IN

The Department of Neighborhood Services (DNS) has requested a study of one vacant position of Administrative Assistant II that is located in the Office of the Commissioner. The Department submitted a new job description and discussions were held with Art Dahlberg, Commissioner – Building Inspection, and Thomas Mishefske, Neighborhood Services Operations Director.

The basic function of this job is to serve as the coordinator for various departmental administrative functions and provide confidential executive-level administrative support to the Commissioner of Building Inspection. The duties and responsibilities include the following:

- 50% Departmental Administrative Coordination – coordinate maintenance and custodial operations, maintenance of equipment in the Commissioner's Office and the Service Center, the records retention process, and the tracking system and responses to State legislation; process open records requests; process all departmental correspondence prepared for the Mayor's and Commissioner's signatures and review for form, content and grammar; track and coordinate staff attendance at evening and weekend meetings and events; coordinate and produce reports for the Accountability in Management (AIM) process and for other management initiatives; and schedule emergency and regular appeals, notify all parties and prepare written appeal decisions.
- 45% Confidential Executive-Level Administrative Support for the Commissioner – coordinate meetings between top-level executives and the Commissioner and provide background material as needed; review and prioritize all correspondence addressed to the Commissioner, refer to staff for action or information and monitor assignments to ensure a timely response; receive and screen calls to the Commissioner; coordinate and reconcile travel arrangements; perform property research and coordinate the processing of requests for exemptions and modifications to the vacant building registration, requests for variances to the Building and Fire Codes, and requests for temporary Certificates of Occupancy; and perform general research regarding departmental issues and projects upon request.

5% Confidential Executive-Level Administrative Support for Key Staff Members – process confidential human resources paperwork; coordinate and schedule meetings; resolve or refer complaints to appropriate staff; coordinate and reconcile travel arrangements; provide back-up support to the positions of Program Assistant III, Personnel Payroll Assistant III and Administrative Services Assistant; track attendance and sick leave usage; and perform other duties as assigned.

Minimum requirements include four years of progressively responsible administrative support experience related to this position. Other requirements include excellent oral and written communication skills, strong organization skills, and the ability to exercise independent judgment, maintain confidentiality, function in a team environment, and interact professionally with all levels of government, the private sector and the general public.

Analysis and Recommendation

The Department wishes to utilize this vacant position at a higher level and expand the duties and responsibilities. In the past few years DNS has increased in size and in the diversity of programs and work. In the last three budgets, including 2015, the number of positions has increased by 28 and programs have been added such as the Residential Rental Inspection Program, the Board of Zoning Appeals (BOZA) Compliance Inspection Program, and the Code Compliance Loan Program.

The Department wishes to have the position under study assist with the increase in administrative and oversight duties by adding Department-wide coordination responsibilities for various areas including maintenance and custodial operations, the record retention process, and all reports that support the Accountability in Management (AIM) process. This position will also review all correspondence prepared for the Mayor's and Commissioner's signature and schedule emergency and regular appeals, notify all parties and prepare written appeal decisions. The Department also wishes to have this position perform property research and coordinate the processing of requests for exemptions and modifications to the vacant building registration, variances to the Building and Fire Codes, and requests for temporary Certificates of Occupancy.

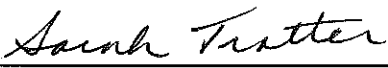
These additional duties and responsibilities make the position stronger and we recommend an upgrade. To determine the level we reviewed other positions in the following classifications:

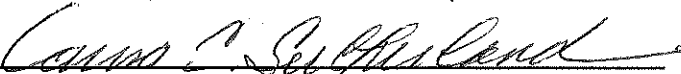
Classification	Pay Range	Minimum	Maximum
Administrative Services Coordinator	5JN	\$49,344	\$57,144
Program Assistant III	5IN	\$47,779	\$54,669
Administrative Assistant IV	5IN	\$47,779	\$54,669
Program Assistant II	5FN	\$42,539	\$48,248
Administrative Assistant III	5FN	\$42,539	\$48,248
Program Assistant I	5EN	\$40,501	\$46,724

As the position under study still spends a significant amount of time providing confidential executive-level administrative support we recommend a title in the Administrative Assistant Job Series which consists of positions performing secretarial duties directly supporting the work of one or more managers or high level professionals. We further recommend the highest level classification in the series of Administrative Assistant IV.

The Administrative Assistant IV classification is reserved for positions that perform advanced diversified and confidential administrative duties requiring broad and comprehensive experience, skill and knowledge of an organization's policies and practices. These positions may also perform department-wide coordination duties and currently work directly for the Milwaukee Public Library Director, the Police Chief and Police command staff, the Commissioner of Health and the Fire Chief.

It is therefore recommended that the position of Administrative Assistant II in Pay Range 6HN be reclassified to Administrative Assistant IV in Pay Range 5IN.

Prepared by: 
Sarah Trotter, Human Resources Representative

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: December 9, 2014

Department of Public Works-Water Works

Water Distribution Chief Repair Worker PR 8MN (\$48,358 - \$55,478) 12 positions	Study of Positions	Water Chief Repair Worker PR 8PN (\$52,533 - \$60,382) FN: Attain and maintain Class A CDL 1% 12 positions
Water Distribution Repair Worker II PR 8IN (\$41,700 - \$47,077) 24 positions	Study of Positions	Water Repair Worker PR 8LN (\$45,327 - \$51,517) FN: Attain and maintain Class A CDL 1% FN: Operate Hydro-Vac 2% 24 positions
Water Field Supervisor PR 1BX (\$56,643 - \$67,616) FN: Recruitment at \$56,643 10 positions + 4 Auxiliary	Study of Positions	Water Field Supervisor PR 1BX (\$56,643 - \$67,616) FN: Recruitment at \$61,650 10 positions + 4 Auxiliary

Action Required – Effective Pay Period 25, 2014 (November 23, 2014)

In the Salary Ordinance, under Pay Range 1BX, delete footnote “4” in its entirety and replace footnote “4” to read: “(4) Recruitment is at \$2,371.17 (\$61,650.42).”; under Pay Range 8IN, delete the title “Water Distribution Repair Worker II” and footnote “1” in its entirety.; under Pay Range 8LN, add the title “Water Repair Worker (1)(2)”, with the footnotes to read: “(1) Attain and maintain Class A CDL to be paid an additional 1% biweekly.”; “(2) Operate Hydro-Vac to be paid an additional 2% biweekly.”; under Pay Range 8MN, delete the title “Water Distribution Chief Repair Worker”; and under Pay Range 8PN, add the title “Water Chief Repair Worker (1)” with footnote “1” to read: “(1) Attain and maintain Class A CDL to be paid an additional 1% biweekly.”

In the Positions Ordinance, under Department of Public Works-Water Works, Distribution Organization, Field Operations, delete 12 positions of “Distribution Chief Repair Worker”, 24 positions of “Water Distribution Repair Worker II”, add 12 positions of “Water Chief Repair Worker” and 24 positions of “Water Repair Worker”.

Background

The Department of Public Works-Water Works has requested a study of the positions of Water Distribution Chief Repair Worker and Water Distribution Repair Worker II. The position of Water Field supervisor has also been included in this report to maintain the current differential in the pay between supervisors and direct reports.

Employee Relations has received updated job descriptions for these Water Works repair positions. These positions conduct emergency water main break repairs, hydrant maintenance repairs and replacements, service lateral repairs, construction activities for water main replacements as well as maintenance and repairs of the water distribution system appurtenances.

The Milwaukee Water Works nearly averages 600 water main breaks annually. The department responds to these and other types of emergency repairs during and beyond normal business hours. In recent years the department has had to engage private contractors to assist with after-

hour emergency repairs. In 2013, department crews repaired 528 main breaks and contractors were engaged for 88 emergency main breaks. From January to September of 2014, 605 main breaks have been repaired by department crews and 259 by contractors. A typical main break cost for department crews to repair is \$3,500-\$4,000 while the cost incurred when hiring a contractor can range from \$8,000-\$10,000.

In an effort to increase Milwaukee Water Works crews' response to after-hour emergencies, the department met with interested employees and DER Labor Relations staff. Discussions focused on employee's response to call-outs, rates of pay and pay practices.

Market Rates of Pay

The Water Works also conducted a pay survey of Wisconsin utilities to determine the pay of similar repair positions. The following chart details these results:

Wisconsin Water Utilities Rates of Pay for Comparable Repair Positions

Water Distribution Chief Repair Worker

Jurisdiction	Minimum	Maximum
Manitowoc		\$64,480
Oak Creek	\$54,517	\$64,106
Madison	\$50,378	\$63,896
Cudahy	\$44,886	\$61,173
Racine		\$60,362
Waukesha	\$49,858	\$58,843
Milwaukee	\$48,358	\$55,478
Green Bay		\$53,269

Water Distribution Repair Worker II

Jurisdiction	Minimum	Maximum
Oak Creek	\$51,459	\$60,154
Racine		\$56,202
Cudahy	\$40,685	\$54,413
Waukesha	\$45,677	\$53,851
Madison	\$42,869	\$53,638
Kenosha	\$38,896	\$53,061
Green Bay		\$51,771
Milwaukee	\$41,700	\$47,077

As the pay survey reveals, rates of pay for Milwaukee Water Works repair positions are low as compared to other Water Works utilities in Wisconsin.

Duties and Responsibilities of Repair Positions

Water Distribution Chief Repair Workers operate as a crew leader and are responsible for and perform all phases of repair, replacement and maintenance of the water distribution system. These positions provide a safe and efficient operation of each assigned task for all crew members and the public. They maintain effective communications with Water Works managers, the Control Center and customers.

- 20% Act as crew leader of a three to four person repair crew assigned to repair and maintenance activities. Inform and guide each member through tasks, maintain crew harmony, ensure safety of job site and equipment and provide on-the-job training as needed. Maintain communication with supervisors, office staff and Control Center on job status and unusual circumstances. Interact with concerned citizens in a professional manner. Complete computerized work orders of daily crew activities and job status.
- 35% Direct repair crew on maintenance and repair of the distribution system. Conduct repairs of water main breaks, service laterals, reconnects and replacements, curbstop replacements, valves, hydrants, taps and mains, air vents, taps and branches, water main joints, pipes, and appurtenances. Locate source and location of leaks. Identify area to be excavated and any conflicting utilities. Operate quick hitch backhoe to excavate the repair area. Evaluate site for additional repairs by other agencies and coordinate repair procedures. Provide erosion control of jobsite as required by WI Department of Natural Resources (DNR). Restore site by backfilling, blacktopping, salting and adding ground as needed.
- 15% Take responsibility for the safety of crew members and the public on repair jobs. Responsible for securing the work area, sheeting, and shoring of excavations, confined space safe entry procedure and equipment. Document air monitoring results and safety practices on confined space entry permit form and safety checklist. Wear applicable personal protective equipment, conduct pre-trip inspection of vehicles and ensure proper traffic control at worksite.
- 15% Operate and maintain construction equipment including backhoe, end loader, hydro-vac, drill rig, electronic leak locators, compressors, forklift, dump trucks, trailers, utility vans, valve operators, travel and guillotine saws, branch and tapping machines, torch cutting apparatus, reed cutters, hand and pneumatic tools, flaring tools, freeze kits, sheeting and shoring equipment, air quality monitors, ventilators, pumps, locating equipment, generators, and other construction tools. Operate electronic leak detection devices and GPS equipment.
- 10% Coordinate construction activities with the district manager and contractors for system improvements. Serve notices, operate valves, and check for hose connection. Assist contractors with parts, equipment or proper tools 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. Assist with chlorination and pressure treating of mains. Flush hydrants and air vents to relieve excess air in the system and prevent water hammer. Cut mains 20" and larger to facilitate contractor work
- 5% Complete work orders to include information on location of jobsite, repair type, arrival time, water service outages, materials used, damage report, excavation size, restoration activities, and departure time. Complete material condition report to provide pipe and soil conditions for the water main replacement index. Communicate job status with Control Center.

Minimum requirements include two years of experience as a Water Distribution Repair Worker II including experience with underground utility construction and operation of large dump truck, trailer, backhoe and other construction equipment. Valid Wisconsin CDL and class A and class N endorsements.

Water Distribution Repair Workers II work as a part of a repair crew and conduct routine maintenance and repairs as well as emergency repairs of the water distribution system. Drives and operates the tri-axle dump truck to haul excavate material and backfill excavations; operates crew van with all tools, equipment and supplies to conduct repairs. Act as crew leader when assigned.

- 35% As a member of a crew, conduct emergency water leak repairs on water mains, services, and valves. Operate tri-axle dump truck to excavated materials from job site and backfill material to job site. Operate trailer and backhoe to trailer safely to job location. Operate drill rigs to drill through street pavement using probing rods to locate leaks. Operate Hydro-Vac and maintain the excavator for keyhole type holes for the repair and maintenance of valves. Notify customers of water service interruptions. Operate valves to shut off water to facilitate repair. Guide the Water Distribution Chief Repair Worker during backhoe excavating and to communicate underground utility locations by using hand signals. Conduct de-watering of excavations and evaluate repairs needed. Assist in the sheeting and shoring of the excavation.
- 15% Perform hydrant repairs. Assemble the necessary parts and tools needed. Shut off hydrant valve and disassemble hydrant. Operate hydrant gut wrench, nozzle wrench, and other tools. Reassemble hydrant and test operation
- 15% Assist contractors with water main relay projects by serving notices, operating valves, and testing shut-off in advance of contractor's work. Assist contractors with problems during the course of construction including bypassing valves and extended shut-off. Conduct branch piping installations in cooperation with the contractor. Operate the branch machine to cut into water main for the new branch connection
- 15% Perform preventive maintenance activities in conjunction with system improvements and street paving. Locate and mark all valves, services, and curb stop boxes. Operate and exercise valves, test hydrants, abandon and upgrade taps and branches, assist leak-locating activities, conduct any necessary repairs as needed.
- 10% Conduct hydrant replacements. Assist Chief Repair Worker with backhoe operations in confined areas to excavate around existing hydrant. Remove defective hydrant by sawing the hydrant lead, lifting old hydrant from ditch, assist in installing excavation protective systems, hand dig as necessary, and direct the Chief Repair Worker in lowering the new hydrant. Install the hydrant to the water main. Operate valves and test hydrant.
- 10% Act as Chief Repair Worker as assigned.

Minimum requirements include two years of underground construction experience and operation of large dump trucks, including trailering and hauling of backhoes. Must attain CDL class A and N endorsements within six months.

Changes to Duties and Responsibilities of Repair Crews

Changes to the duties and responsibilities of these positions include:

- Responsibility for water service reconnection, which was previously conducted by plumbers

- Implementing Department of Natural Resources (DNR) erosion control methods for compliance with regulations
- Trailing backhoes to jobsites as opposed to driving backhoes to jobsites
- Possession of a Commercial Driver's License (CDL) with a Class A endorsement which is a higher level designation than previously required and is necessary in order to trailer the backhoe to the jobsite.
- Requirement for Water Distribution Repair Worker II to operate the Hydro-Vac as required

Analysis and Recommendations

In light of the changes to duties and responsibilities, combined with the market data for comparable positions within other Wisconsin water utilities, it appears reasonable to increase the rates of pay for these positions.

The level of responsibility and required knowledge of the Water Distribution Chief Repair Worker compares to that of Tractor Operator in the Department of Public Works-Operations Division-Fleet Services. Tractor Operators must have the ability to operate a variety of heavy equipment including backhoe, bulldozer, end loader, excavator, Grad All and Grinder and Log Loader.

The Water Distribution Repair Chief Worker position operates heavy equipment as do the Tractor Operators, albeit not as wide a range of heavy equipment vehicles. In contrast a Water Distribution Chief Repair Worker must have an in-depth knowledge of Water Works Distribution underground construction, repair and maintenance and be effective in leading crews in these operations. This comparison, combined with the salary survey data from other Wisconsin water utilities, supports increasing the pay of a Water Distribution Chief Repair Worker. Also, for simplicity, this report recommends a change in title to Water Chief Repair Worker.

An increase in rate of pay for Water Distribution Repair Worker II is also supported by the market salary survey data and this report recommends a change in title for this position to Water Repair Worker. The following chart details the current rates for related positions as well as the recommended rates for Water Chief Repair Worker in Pay Range 8PN and Water Repair Worker in Pay Range 8LN.

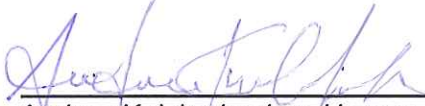
Pay Ranges for Related Positions with Recommendations for Water Chief Repair Worker and Water Repair Worker

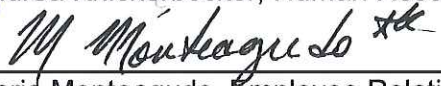
Title	PR	Minimum	Maximum.
Tractor Operator C	8PN		\$60,382
Water Chief Repair Worker	8PN	\$52,533	\$60,382
Tractor Operator B	8ON		\$58,759
Tractor Operator A	8NN		\$56,655
Tire Repair Worker III	8LN	\$45,327	\$51,517
Water Repair Worker	8LN	\$45,327	\$51,517
Operations Driver Worker	8KN	\$37,931	\$49,811
Sewer Repair Crew Leader	8KN	\$37,931	\$49,811
Sewer Examiner	8JN	\$42,880	\$48,242

In addition, the Water Works now requires all new hires to these repair positions to attain and maintain a CDL with a Class A endorsement in order to trailer and transport the backhoe to the job site. To encourage current employees to attain this Class A endorsement, this report recommends a 1% footnote for employees in both titles who attain and maintain a CDL with a Class A endorsement. And, because of the additional requirement for the Water Repair Worker

to operate the Hydro-Vac at the job site, this report recommends a 2% task rate in recognition of this higher level of responsibility. A Water Repair Worker would receive the 2% task rate when assigned to operate the Hydro-Vac.

A final consideration is the recommendation to maintain the current pay differential between the Water Field Supervisors and the Water Chief Repair Workers. Water Field Supervisors supervise both Water Distribution and Meter Services personnel. Currently, the Water Field Supervisors receive a minimum rate of pay that is 2.1% higher than the pay of the Water Chief Repair Worker. This report recommends continuing this practice with a recruitment rate for Water Field Supervisors in Pay Range 1DX of \$61,650.

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director