



Department of Employee Relations

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Job Evaluation Report

City Service Commission Meeting: November 18, 2025

Department of Employee Relations

Current	Recommended
Business Operations Specialist PR 2GX (\$58,656 – \$76,474) FN Recruitment rate is at \$66,304 (One Position)	Business Operations Specialist - Senior PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Health Department

Current	Recommended
Human Resources Analyst PR 2IX (\$62,041 – \$86,854) FN Recruitment rate is at \$68,244 (One Position)	Human Resources Supervisor PR 1HX (\$75,162 – \$105,223) FN Recruitment rate is at \$82,677 (One Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Department of Public Works-Operations Division

Current	Recommended
Human Resources Assistant PR 5JN (\$60,036 – \$75,045) FN Recruitment rate is at \$62,229 (One Vacant Position)	Human Resources Representative PR 2KX (\$70,501 – \$98,704) FN Recruitment rate is at \$77,551 (One Vacant Position)

Note: Residents receive a 3% Resident Incentive Allowance.

Department of Employee Relations

Current	Business Operations Specialist	PR 2GX (\$58,656 - \$76,474) FN: Recruitment Rate: \$66,304	One Position
Recommended	Business Operations Specialist - Senior	PR 2KX (\$70,501 - \$98,704) FN: Recruitment Rate: \$77,551	One Position

This position is responsible for supporting the Business Finance Manager in budget preparation, expenditure processing and tracking, accounts payable, accounts receivable, and is responsible for department payroll processing functions including auditing and adjustment duties and completing

payroll adjustments. This position is also responsible for administration of the City's Tuition Benefit Program, tracking and processing reimbursements related to that program as well as coordinating City-wide training events and tracking, updating and sharing training information. Duties and responsibilities include:

40% Accounts Payable and Receivable

- Review and verify invoices to ensure all charges are accurate and comply with established guidelines.
- Process complex, high-volume, and highly regulated payments (\$3-5M per week) accurately in an environment that has considerable opportunity for risk and error.
- Ensure proper approval processes are followed.
- Guarantee competing and varying payment deadlines are met to maintain relationships and avoid penalties.
- Maintain vendor records, respond to inquiries, and resolve payment discrepancies/disputes professionally.
- Bill DPW Parking and Water Works for health, dental and worker's compensation.
- Operate with a high degree of independence, resolving issues as they arise and escalating only when necessary.

25% Benefits and Wellness

- Administer Health Reimbursable Accounts (HRA), flex spending accounts (FSA), and health appraisal rewards and fees for over 6,000 eligible employees.
- Validate a wide variety of supporting documentation, answer employee inquiries, and request additional documentation.
- Process a high volume of multifaceted tuition reimbursement applications, averaging 100 per pay period.
- Assist in decision-making process for the Tuition Reimbursement Program and its guidelines.
- Answer and reconcile employee questions and concerns related to their HRA and FSA accounts.
- Assist in planning and updating Open Enrollment activities.
- Perform ongoing administrative functions regards HRA and FSA, including enrollment changes, coordination of the biweekly eligibility file, and reconciliation.
- Process enrollments, review paychecks and deductions, and make pay adjustments.

15% Payroll, Timekeeping and Human Capital Management

- Oversee payroll processes for 50 Department personnel, and 30 consistently changing, widely varying timekeeping characteristics of participants in the Citywide Auxiliary Resource Program (ARP).
- Manage employee time and attendance records. Review timecard submissions for accuracy.
- Liaise and keep in close contact with supervisors and managers Citywide with employees using ARP.
- Transfer, hire, and assist in auditing employee HRIS profiles of Department personnel and ARP participants.
- Ensure proper documentation of Sick Leave Control Incentive Program (SLCIP) and Family and Medical Leave Act (FMLA) usage.

15% Expenditure Tracking

- Support the development, execution, and monitoring of the Department's operating and special purpose budgets exceeding \$140 million, aligning fiscal planning with organizational priorities and regulatory mandates.
- Monitor and adjust funds to ensure efficient allocation of resources.
- Oversee input of statistical data related to expenditures and receivables of operating and healthcare accounts.

5% Administrative Services Management

- Oversee planning, maintenance coordination, equipment procurement, and telecommunications services.
- Ensure Departmental staff have functional, secure, and efficient work environments.
- Act as security administrator for Peoplesoft financials. Grant and audit staff access.
- Manage office spaces and relocations, computer access, phones, nameplates, badges, keys, etc.

Minimum requirements include a bachelor's degree in accounting, business administration, finance or closely related field and three years of related professional experience. These requirements have not yet been assessed by DER staffing services for hiring purposes. Equivalent combinations of experience and credentials may be considered.

The employee's duties and responsibilities have expanded beyond their original focus on tuition reimbursement and payroll processing. Changes to this position include:

- Track statistical and financial data for operating and healthcare expenditures
- Audit tracking spreadsheets to ensure they balance with FMIS
- Assist with open enrollment activities and field questions related to health, wellness, and dental programs, and questions on entering Open Enrollment changes.
- Perform administrative functions and HRMS entries associated with Flexible Spending Account. This includes enrollment changes and coordinating the biweekly eligibility file.
- Answer employee questions regarding Flexible Spending Accounts and Health Reimbursement Accounts in regards to IRS regulations and guidelines.
- Prepare and submit the annual Health Assessment Fee (HAFEE) file to the Comptroller's office for payroll deductions. Research and resolve employee requests related to HAFEE charges.
- Prepare statistical data and analysis related to the Health Appraisals and Healthy Rewards programs.
- Serve as DER point of contact for building maintenance and safety issues.
- Process weekly healthcare payments of \$3 to \$5 million.

These changes represent a shift toward more complex financial responsibilities, requiring increased autonomy, technical proficiency, and critical thinking. The role now includes increased involvement in accounts payable and receivable processes, as well as ongoing monitoring and reconciliation of departmental financial accounts. To ensure continuity of operations in the event of planned or unplanned absences, this role and the Business Finance Manager role are cross-trained.

While the Business Finance Manager in DER has primary responsibility for complex financial issues, leading departmental budget development, and providing strategic oversight of fiscal matters, this supporting role also possesses a high degree of expertise and independent judgment.

Other positions with similar scope and level of responsibility across city departments include:

Department	Title	Pay Range	Title Minimum	Pay Range Maximum
Comptroller	Accountant-Lead	2KX	\$77,551	\$98,704
Comptroller	Auditor-Lead	2KX	\$77,551	\$98,704
ERS	Pension Accounting Specialist	2KX	\$77,551	\$98,704
Comptroller	Senior Financial Analyst	2KX	\$77,551	\$98,704
DPW-Transportation Fund	Transportation Accountant	2KX	\$77,551	\$98,704

The duties and responsibilities of this position are now comparable to the work performed by other accounting, auditing, and financial analysts. Based upon the increases in the level of duties and responsibilities, this report recommends reclassifying one position of Business Operations Specialist in Pay Range 2GX (\$58,656 - \$76,474 with recruitment at \$66,304) to Business Operations Specialist-Senior in Pay Range 2KX (\$70,501 - \$98,704 with recruitment at \$77,551).

Health Department

Current	Human Resources Analyst	PR 2IX (\$62,041 - \$86,854) FN: Recruitment Rate: \$68,244	One Position
Recommended	Human Resources Supervisor	PR 1HX (\$75,162 - \$105,223) FN: Recruitment Rate: \$82,677	One Position

This position will provide leadership and guidance to the Health Department Human Resources section and manage Human Resources functions, including creating and guiding strategic plans and system implementations. May perform a full range of professional duties relating to the human resources function including but not limited to: investigations, payroll, compliance, audits, employment verifications, unemployment claim submission, HR system audits, recruiting and hiring, and maintenance of confidential records. Duties and responsibilities include:

30% Employee Relations

Provide guidance and coaching for employees, department supervisors and managers related to employee management, workplace disputes, and conflicts; provide guidance and coaching to leaders regarding employee performance and conduct issues – this may include conducting pre-disciplinary meetings and assisting with determination of disciplinary action, performance improvement plans, or other activities that serve to improve overall employee and leader performance; provide guidance and coaching to employees who need assistance in resolving issues; conduct and resolve investigations based upon manager or employee complaints or reports – this may include coordinating responses for EEOC/ERD complaints, and/or representing the Health Department at Unemployment hearings.

- 30% Performance Management, Training, and Development
Manage the training and development of MHD employees in collaboration with the division managers, Public Health Nursing Administrator, and Workforce Development Coordinator; assist the Health Human Resources Administrator with developing a performance management system, annual performance review format, ensure annual reviews are complete and participate in implementation of employee development plans and 360 reviews for development.
- 15% Employee Engagement, Satisfaction, and Retention
Conduct stay interviews with current employees and exit interviews with employees leaving the organization; analyze the data from stay interviews, exit interviews, and employee satisfaction surveys and make recommendations for enhancing the employee experience; and co-chair the Employee Engagement work group with the Workforce Development Coordinator.
- 10% Strategic Recruitment
Develop a strategic recruiting plan based on the objectives and goals for the fiscal year. Develop relationships through community engagement and presentations to schools and universities.
- 10% Team Supervision
Provide leadership and guidance to the Human Resources team.
- 5% Other Duties
Participate in various HR projects; serve on MHD committees such as wellness, safety, etc. as needed; and respond to an emergency or broad impact event.

Minimum qualifications include bachelor's degree in human resources management, industrial relations, psychology, business administration, public administration, or a related field from an accredited college or university and four years of human resources, customer service or supervisory experience.

This request comes from the Health Department reorganizing some administrative functions such as rolling Clinic Operations, Compliance, Workforce Development, and HR under the 'Operations' umbrella of the department. This position's added duties include responsibility for performing and ensuring performance of the full scope of human resources functions, including investigations, discipline, unemployment claims, audits and system implementations, and strategic planning. This change will also be instrumental in the development and implementation of performance management and employee engagement and development within the Health Department in order to align their processes with the department's effort to gain accreditation and move toward Public Health 3.0.

These duties and responsibilities are currently comparable to the work performed by the Human Resources Supervisor within the Milwaukee Police Department. Based on this comparison, the recommendation of this report is to reclassify one position of Human Resources Analyst in Pay Range 2IX (\$62,041 - \$86,854) as a Human Resources Supervisor in Pay Range 1HX (\$75,162 - \$105,223) with the recruitment rate of \$82,677.

Department of Public Works-Operations Division

Current	Human Resources Assistant	PR 5JN (\$60,036 - \$75,045) FN: Recruitment Rate: \$62,229	One Position
Recommended	Human Resources Representative	PR 2KX (\$70,501 - \$98,704) FN: Recruitment Rate: \$77,551	One Position

Under the direction of the Operations Human Resource Administrator, the incumbent of this position provides a full range of professional human resources duties to DPW Operations Division staff members working throughout DPW Operations Services Division. The primary focus of this position is staffing, training and development, as well as discipline administration and other employee relations. This role also is second-in-command to the HR Administrator, and assumes the duties and responsibilities of that position in their absence. Duties and responsibilities include:

- Prepare and update job descriptions; request new recruitment/examination; implement recruitment strategies to ensure innovative and equitable hiring practices; work with DER in developing job announcement sheets, exams, and hiring from eligibility lists; create internal postings.
- Create and or participate in training and education panels for recruitments.
- Oversees recruitment, examination, coordinating panel selection and interview scheduling.
- Maintain effective communication with all candidates throughout the recruitment process, and track and input proper notation in Job Aps software.
- Ensure HR representation in all interview panels; conduct background investigations, review applications to meet minimum qualifications, communicate pre-placement and placement requirements, maintain compliance with Civil Service rules and polices, including the creation of all relevant hiring documentation such as Hirenotifys, Notice of Temporary Appointments and Statement of Understanding, Rule 4 Sec. 9.
- Consult with managers regarding the preparation of job-related, entry-level and promotional interview questions, and serve on interview panels; oversee the interview process, agility testing, reference checks, DOT Clearinghouse and background checks and the extending of job offers; implement resulting decisions, including completion of necessary communication and forms.
- Coordinates all personnel administration with DPW Administrative Services Division and the Department of Employee Relations.
- Deliver biweekly new employee onboarding orientation for all new staff, coordinating new employee binders, I-9 completion, and coordinate all new hires to ensure hiring managers are prepared to receive their new employees.
- Coordinate with hiring managers to make assignment decisions based on staffing levels.
- Probationary review process; monitor the Position and Salary Ordinances for changes and updates and communicate these changes to the Human Resources Administrator for action.
- Provide counseling to members of staff related to employment, education, training, and advancement opportunities; counsel supervisors and employees on issues regarding Civil Service Rules, work rules, policies and procedures, and employment law; assist with employee disciplinary matters, performance improvement plans, or other activities that serve to improve overall employee and leader performance.
- Assist in developing, disseminating and periodically reviewing departmental personnel and employment related policies, work rules, and procedures; monitors compliance and provides

guidance and direction to managers and staff in relation to interpretation and uniform implementation within the department.

- Perform and review employee related inquiries into pay rates, proper driver seniority placement, reviewing training, and education requirements for completion of Rule IV-6 promotions after underfill.
- Perform personnel investigations – gather all relevant data to validate allegations, participate in all discipline hearings, review, edit, and approve all disciplinary documents for accuracy and consistency, counsel management on employee disciplinary matters.
- Ensure timely issuance of Memo G, suspension, or discharge notices following discipline hearings.
- Develop and deliver employee learning, training, and development needs in collaboration with supervisors and managers.
- Work with supervisors and managers to conduct stay interviews. Compile quarterly report of stay interview feedback for review by leadership.
- Proactively and regularly meet with leaders to determine current and future staffing needs.
- Under the direction of the Operations HR Administrator, implement strategic HR solutions to attract and retain employees and improve operation services and delivery outcomes.
- Create equity reports for leadership.
- Learn, train, and implement new technologies pertaining to HR functions across each of the five divisions of Operations.
- Assist in the creation of SOPs, templates, and best practices related to HR functions for all Operations managers.
- Prepare communications including compensation and classification requests, salary ordinance and position ordinance changes, and City Service Rule changes in collaboration with leadership.
- Prepare Special Rate, Equity Rate requests and other compensation related documentations for DER.
- Prepare communications for all probation extensions and temporary appointment extensions to be heard before CSC.
- Attend Personnel Action Committee; act as a liaison between Safety Committee and Operations person on leave usage; align and manage HR programs and support to achieve objectives.
- Develop and oversees implementation of the department's sick leave control policies.
- Analyze turnover, overtime and sick leave usage to develop a comprehensive plan to address staffing shortages. Maintain position management tracking.
- Produce staffing reports and gather data requested from leadership. Lead the tracking and review of probationary reporting as well as assist Operations managers on probationary extensions or other City Service policies and procedures.
- Conduct exit interviews with employees leaving the organization or transferring to another department within the city.
- Respond to unemployment claims and participate in hearings on behalf of the department.

Minimum requirements include a bachelor's degree in human resources management, industrial relations, public administration, psychology, business administration, or a closely related field and three years of successful experience in human resources.

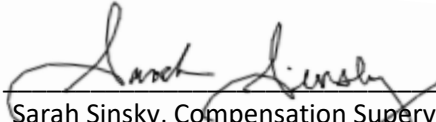
The department has indicated that duties have evolved to meet the operational needs of the department. The position is now performing functions such as: consulting with managers regarding the preparation of job-related, entry-level, and promotional interview questions and serving on interview

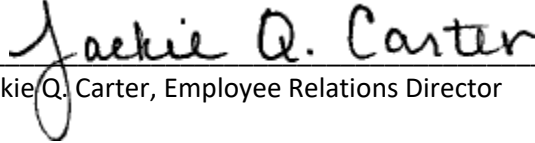
panels; overseeing the interview process, reference and background checks and offers; implement resulting decisions, including completion of necessary communications and forms. This position is also serving as a liaison between managers and DER by processing Hirenotifys, as well as verifying and submitting necessary paperwork.

Based off the duties and responsibilities, this position is now performing work comparable to other Human Resource Representatives classified city-wide. This report recommends reclassifying one position of Human Resources Assistant in Pay Range 5JN (\$60,036 - \$75,045) as a Human Resources Representative in Pay Range 2KX (\$70,501 - \$98,704) with the recruitment rate of \$77,551.

Action Required – Effective Pay Period 26, 2025 (December 7, 2025)

* Please see submitted addendum to CCFN for Salary and Position Ordinance changes.

Prepared by: 
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Reviewed by: 
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