



Department of Employee Relations

Tom Barrett
Mayor

Florence Dukes
Director

David Heard
Fire and Police Commission
Executive Director

Michael Brady
Employee Benefits Director

May 12, 2004

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

Dear Committee Members: Re: Common Council File Number 031621

The following classifications and pay levels were approved by the City Service Commission on May 11, 2004:

In the Department of City Development, one position of Microcomputer Services Assistant, Pay Range 460, held by Sandra Hassenfelt, was retitled to Program Assistant I, Pay Range 460.

In the Employees' Retirement System, one position of Program Assistant II, Pay Range 530, held by Suzanne Wojtowicz, was reclassified to Administrative Services Specialist, Salary Grade 001.

In the Office of the Mayor, two vacant positions were classified as Staff Assistant to the Mayor, Salary Grade 007.

In the Health Department, two new positions were classified as Lead Risk Assessor III, Pay Range 553; and Program Assistant II, Pay Range 530.

In the Department of Public Works – Water Works, one new position was classified as Project Manager, Salary Grade 008

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

Sincerely,

Florence H. Dukes
Employee Relations Director

FHD:pb

Attachments: 5 Job Evaluation Reports
 Fiscal Note

c: Sally McAttee, Joseph Czarnetzki, Erick Shambarger, Patrick Curley, Patricia Algiers, Bonnie Vaughn, Sandra Hassenfelt, Anne Bahr, Mary Jane Stoffel, Michael Brady, Suzanne Wojtowicz, Bevan Baker, Maria Montegudo, Michelle Stein, Amy Murphy, Richard Gaeta, Carrie Lewis, Dale Mejaki, Richard Abelson, John English, Paula Dorsey and Candace Hoyt

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 11, 2004

Incumbent: Sandra Hassenfelt

Department: City Development

Present	Request
Title: Microcomputer Services Assistant	Title: Program Assistant I
Salary: Pay Range 460 (\$33,071 - \$37,063)	Salary: Same
Current Rate: \$37,063	Source: Department
<p>Recommendation: Title: Program Assistant I Salary: Pay Range 460 (\$33,071 - \$37,063) New Rate: Same</p>	
<p>Rationale: The focus of this position has changed. Although this position continues to have some duties related to the Microcomputer Services Assistant classification it also has more duties related to Personnel such as assisting with payroll process reconciliation; and overseeing the processing of management increments and the generating of appropriate documents for the Sick Leave Control and Incentive Programs. The requested title of Program Assistant I better reflects the variety of duties and responsibilities being performed and we recommend the title be changed from Microcomputer Services Assistant to Program Assistant I.</p>	
<p>History of Position: This position was reclassified in 1994 from Clerk IV in Pay Range 445 to Microcomputer Services Assistant in Pay Range 460.</p>	

Action Required:

In the 2004 Positions Ordinance, under Department of City Development, General Management and Policy Development Decision Unit, Administration and Control Division, Personnel, delete one position of Microcomputer Services Assistant and add one position of Program Assistant I.

Background:

The Department of Employee Relations received a letter dated October 14, 2002 from the Department of City Development requesting a title change for the position of Microcomputer Services Assistant located in the Personnel Section. A new job description was submitted and discussions were held with Bonnie Vaughn, DCD Personnel Officer.

Duties and Responsibilities:

The basic function of this position is to serve as the Department's employee information database administrator and provide specialized personnel support services. The duties and responsibilities are as follows:

- 25% Assist Personnel Payroll Assistants with payroll process reconciliation.
- 10% Formulate and maintain databases as needed/assigned.
- 10% Develop and provide support for spreadsheets/databases for Administrative sections.
- 10% Support Sick Leave Control Program and Sick Leave Incentive Program by ensuring that appropriate documents are generated.
- 5% Serve as back-up in the absence of the Personnel Payroll Assistant for the Housing Authority of the City of Milwaukee (HACM) payroll processing.
- 30% Assist with data compilation for the budget process.
- 10% Oversee management increments to ensure timely processing in the appropriate pay period.

This position requires at least four years of office experience.

Analysis:

This position was previously located in the Information Systems Section of the department where the incumbent performed duties typical of the Microcomputer Services Assistant classification such as training and assisting in the development of employees who use microcomputers and word processing programs, acting as an expert resource, and assisting in identifying records and processes to be automated. The position also performed some personnel support duties so the department decided to move the position to the Personnel Section. While the position continues to perform some microcomputer related duties such as formulating and maintaining databases and spreadsheets, it also performs more duties related to Personnel such as assisting with payroll process reconciliation; and overseeing the processing of management increments and the generating of appropriate documents for the Sick Leave Control and Incentive Programs. The specification for Program Assistant I states that these positions perform a variety of office support and administrative work to support the work of professionals and/or managers in a specific area of operations or program within a City department. This position is performing a number of administrative tasks to assist the DCD Personnel Officer with personnel operations. The requested title of Program Assistant I better reflects the variety of duties and responsibilities being performed.

Recommendation:

We therefore recommend that the title of this position be changed from Microcomputer Services Assistant in Pay Range 460 to Program Assistant I in Pay Range 460.

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

Reviewed by: *Florence Dukes*
Florence Dukes, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 11, 2004

Incumbents: Suzanne Wojtowicz

Department: Employees' Retirement System

Present	Request
Title: Program Assistant II	Title: Administrative Services Specialist
Salary: Pay Range 530 (\$34,735 - \$39,322)	Salary: Salary Grade 001 (\$33,530 - \$46,938)
Step: Step 5 \$39,322	Source: Department
<p>Recommendation: Title: Administrative Services Specialist Salary: Salary Grade 001 (\$33,530-\$46,938) New Rate: \$41,532</p>	
<p>Rationale: This position has had some changes that have strengthened the position but it is also performing duties and responsibilities that are nearly identical to those of an Administrative Services Specialist position in the Department of Employee Relations. Both positions handle health and dental insurance but one works with active employees and the position under study works with retirees. Due to the amount of responsibility for work with Retiree Health and Dental Insurance, the independence in which the work is carried out, the amount of contact with others and the complexity of the work we agree with the requested classification of Administrative Services Specialist in Salary Grade 001.</p>	
<p>History of Positions: This position was last studied in 2000 as part of a reorganization in the Employee's Retirement System. At that time current positions were eliminated and new positions were created. The incumbent and these functions were placed in the classification of Program Assistant II in Pay Range 530.</p>	

Action Required: In the Positions Ordinance, under Employees' Retirement System, Membership Services, delete one position of Program Assistant II and add one position of Administrative Services Specialist.

Background:

On October 3, 2003 the Department of Employee Relations received a letter from Anne Bahr, Executive Director of the Employees' Retirement System, requesting a study of one of their Program Assistant II positions that manages the health insurance program for City retirees. She indicated that the position is very similar to the Administrative Services Specialist position in the Department of Employee Relations that manages the health insurance program for active employees. The incumbent completed a job analysis questionnaire and discussions were held with those familiar with the work including the incumbent; her supervisor, Mary Jane Stoffel, Member Services Supervisor; and Michael Brady, Employee Benefits Director.

Duties and Responsibilities:

Based on the job description dated December 9, 2003 the basic function of this position is to be responsible for the complete administration of financial and membership functions of health and dental insurance for several different retiree groups including General City, Fire, Police, Pabst Theatre, Wisconsin Center, Duty and Ordinary Disability, and spouse survivors and dependents; on-going correspondence and communication with members, ERS Board, staff, and other affected personnel; and understanding and applying associated rules, regulations and legal opinions governing the process. The duties and responsibilities are as follows:

- 35% Functions as a resource person to retirees and insurance and medical providers. Provides reliable and consistent benefits information on solving claim problems, application process procedures, and other related areas of inquiry. Assists in the review and interpretation of health/dental contract language, labor contracts, federal/state laws and regulations, and Common Council resolutions to ensure compliance with all pertinent labor agreements and administrative provisions.
- 30% Maintains appropriate records and database. Prepares required reports for management, third-party administrators, the City and the ERS Annuity and Pension Board.
- 25% Assists the Member Services Manager and works closely with other high-level professionals to develop and implement operational methods related to health and dental benefits. Trains and assists new and existing support staff and other departmental and agency personnel with proper procedures, supplies and other information in the day-to-day operations.
- 5% Reviews bills from carriers and payment requests. Prepares billing to clients or payroll deduction under the Consolidated Omnibus Budget Reconciliation Act (COBRA) and/or for insurance benefits. Provides back up coverage for other positions.
- 5% Performs other duties as assigned including pre-retirement planning seminars.

Changes in the Position:

The changes in the position include processing COBRA dental for retirees, making presentations regarding retiree health and dental benefits at Pre-Retirement Seminars, answering questions regarding the same during Open Enrollment, and processing two different variations in health and dental insurance for Police Service Specialists and a specific group of Fire and Police Management retirees.

Analysis:

The changes listed above have strengthened the position under study but this position is also performing nearly identical work as the Administrative Services Specialist position in the Department of Employee Relations. The position under study is processing the Health and Dental Insurance for retirees and the position in Employee Relations is doing the same for active employees. The position under study is assisted by a Program Assistant II position that is learning some of the duties and can serve as a backup to this position. The position in Employee Relations also works with another position that focuses primarily on Dental Insurance. Both the Administrative Services Specialist position in Employee Relations and the position under study have evolved over time so that they are working with a number of health and dental plans as well as a variety of different employee or retiree groups

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Staffing for the area of Health and Dental benefits has changed significantly over the past few years. Two management positions were eliminated a few years ago and a new management position was created in Salary Grade 3. The position under study was located in the Department of Employee Relations for many years and then was moved to the Employee's Retirement System Department in 1999. These changes have resulted in both positions having much more contact with others including employees, retirees, health plan representatives and department representatives. Further, the consequence of error is higher as premiums and general health and dental costs have risen and the variations in cost and authorized benefits for different employee and retiree groups have become more complex.

In a 2000 report this position was equated with another Program Assistant II position that handles Life Insurance for both active employees and retirees. The intention was that there would be some overlap and backup for each position. As the positions evolved though, the duties became somewhat distinct and the volume of work necessitated a third position being added to assist both of these positions. While there is some overlap in the types of duties, the position under study has to do more adjustments and follow-up due to the nature of the benefits. Further, the work involves more independent decision making relating to the reconciling of bills and more knowledge relating to the health plans, labor contracts and laws such as COBRA and the Health Insurance Portability and Accountability Act (HIPAA).

Due to the amount of responsibility for work with the Retiree Health and Dental Insurance, the independence in which the work is carried out, the amount of contact with others and the complexity of the work the classification of Administrative Services Specialist is appropriate. Based on our review the management job evaluation factors should be as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	1	45
Knowledge and Skills	1	35
Relationships Responsibility	1	15
Working Conditions	1	<u>05</u>
		100

Salary Grade 1 (100-114)

Recommendation

Based on the above we recommend this position be reclassified from Program Assistant II in Pay Range 530 to Administrative Services Specialist in Salary Grade 001.

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

Reviewed by: *Florence Dukes*
Florence Dukes, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 11, 2004

Incumbents: 2 Positions Vacant Department: Mayor's Office

Current	Request
Staff Assistant to the Mayor SG 007 (\$49,154-68,811) <u>2004 Budgeted Rate:</u> SG 002 (\$35,729-50,014)	Staff Assistant to the Mayor SG 007 (\$49,154-68,811)
Recommendation: <p style="text-align: center;">Staff Assistant to the Mayor SG 007 (\$49,154-68,811)</p>	
Rationale: Based on our review of the position description, the duties, responsibilities, and requirements of these two positions have remained the same as performed with previous administrations. As there is no change to the scope and level of responsibility of these positions, no change is recommended.	

Action Required: (Effective April 20, 2004)
 No Salary or Positions Ordinance changes are necessary.

Background

During the 2004 budget amendment process, changes were approved that eliminated position authority for three positions of Staff Assistant to the Mayor and reduced the salary grades for various management positions in the Mayor's Office. In order for the provisions of the amendment to be implemented, legislation changing the city's salary ordinance must also be adopted.

The Department of Employee Relations has received a request from the Mayor's Office to study two positions of Staff Assistant to the Mayor for proper classification level. No request has been made at this time to study the remaining management positions for proper classification level.

Current:	Staff Assistant to the Mayor	SG 007
Request:	Staff Assistant to the Mayor	SG 007
Recommended:	Staff Assistant to the Mayor	SG 007

Currently there are 2 positions of Staff Assistant to the Mayor authorized in the City's Positions Ordinance. In the Salary Ordinance these classification titles are allocated at salary grade 007. However, the positions are funded in the 2004 budget at a salary grade 002. The Department of Employee Relations has received a request from Chief of Staff Patrick Curley to study these two vacant positions for proper classification level.

The basic function of these two positions is to provide staff assistance and consultation to the Mayor and Chief of Staff in the areas specified below:

Research and Policy Analysis

- Provide research and policy analysis on current issues that impact the City of Milwaukee
- Make recommendations and/or define policy alternatives on current issues and problems

Community and Neighborhood Relations

- Represent the Mayor at various civic and governmental functions, including public forums, groundbreakings, openings, and community events.

City Governance

- Represent the Mayor on designated City boards, commissions, and/or committees such as Wisconsin Center, World Festivals Board, Greater Milwaukee Convention and Visitors Bureau, and a variety of internal committees and task forces
- Serve as a liaison with cabinet departments to coordinate the timely flow of information to and from the Mayor's Office

Citizen, Aldermanic, and Departmental Service

- Respond to inquiries, complaints, and service requests from citizens, departments and members of the Common Council

Public Speaking

- Speak on current civic and public policy issues and present proclamations on behalf of the Mayor

Special Project/Other

- Perform any other administrative and special projects as may be assigned by Mayor.

The position requires significant experience in the field of economic development, working knowledge of Milwaukee City government, a high degree of administrative ability, good interpersonal relationship skills and demonstrated verbal and written skills.

Analysis

Based on our review of the position description, the duties, responsibilities, and requirements of these two positions have remained the same as performed with previous administrations. The scope and level of responsibility for these positions is on citywide basis in the areas of policy analysis, community relations, serving on boards and commissions, responding to service requests, and representing the Mayor on civic and public policy issues. An assessment of these positions according to the management job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skills	6	80
Relationship Responsibility	7	46
Working Conditions	1	<u>5</u>
TOTAL:		235

Salary Grade 007 points (231-265)

Other positions in the city system to which these positions compare in terms of scope and level of responsibility include Staff Assistant to the Common Council President, as well as a number of Program Managers in the Health Department that oversee the Child Care, Lead Hazard Prevention, School Health, Well Woman, and Women, Children & Infants (WIC) programs. The Staff Assistant to the Common Council President (SG 007) serves as a liaison between the President of the Common Council and members of the Common Council, City of Milwaukee departments and agencies, and outside entities. The Program Managers (SG 007) in the Health Department are responsible for development and coordination of a specific citywide health program. These Program Managers are also responsible for a significant amount of interagency and community-wide consultation and collaboration. This often involves interaction with state and regional government agencies. An assessment of these positions according to the management job evaluation factors places these positions in salary grade 007.

A comparison had been made during budget amendment deliberations between the positions of Staff Assistant to the Mayor and Legislative Assistant. Legislative Assistants serve as confidential assistants to an Alderman and manage the day-to-day operations of the Alderman's administrative office. Specific duties and responsibilities include:

- Serve as aldermanic liaison with city departments, community groups and agencies or other levels of government
- Assist in responding to written and phone inquiries and requests from constituents
- Assist and advise aldermen in planning for and securing better aldermanic district services
- Prepare reports and correspondence
- Maintain a well-organized office environment
- Research issues in government and aldermanic district matters
- Conduct office business while council member is in meetings
- Perform other related duties as required

The position requires strong organizational skills, the ability to work under pressure and maintain composure during periods of stress, the ability to exercise tact and discretion in dealing with staff, City departments, public, etc., the ability to communicate effectively and relate to persons of diverse backgrounds, strong communication skills in writing speaking, a working knowledge of word processing and spreadsheet software, and an orientation to detail. A college degree is desirable.

The scope and level of responsibility for these positions is on aldermanic district basis. The positions research district matters, prepare correspondence for the alderman, respond to constituents, assist in securing better district services, maintain the alderman's office, and serve as a liaison to city departments and community groups. An assessment of these positions according to the management job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	2	52
Knowledge & Skills	3	49
Relationship Responsibility	3	22
Working Conditions	1	<u>5</u>
TOTAL:		128

Salary Grade 002 points (115-131)


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While there may be a similarity in some of the functions of a Staff Assistant to the Mayor and a Legislative Assistant, the scope and level of responsibility is different. A Staff Assistant to the Mayor is responsible for representing the Mayor on a citywide basis and a Legislative Assistant provides assistance to an Alderman on a district-wide basis. The levels of Impact & Accountability, Knowledge & Skills, and Relationship Responsibility under the management job evaluation factors is higher for the positions of Staff Assistant to the Mayor than are those of the Legislative Assistants.

Recommendation

Based on our review of the position description, the duties, responsibilities, and requirements of the two positions of Staff Assistant to the Mayor have remained the same as performed with previous administrations. The scope and level of responsibility of the positions under study continues to compare favorably to other positions in the city service at the salary grade 007 level.

As there is no change to the scope and level of responsibility of these positions, no change is recommended. We therefore recommend that the classification of these two positions remain as Staff Assistant to the Mayor in SG 007.

Prepared By: 
Andrea Knickerbocker, Human Resources Manager

Reviewed By: 
Florence Dukes, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 11, 2004

Incumbent A. New Position
 B. New Position Department: Health

Present	Request
Title: Not Applicable	Title: A. Lead Risk Assessor III B. Program Assistant II
Salary: Not Applicable	Salary: A. Pay Range 553 (\$39,014 - \$46,356) B. Pay Range 530 (\$34,735 - \$39,322)
Step: Not Applicable	Source: Department
<p>Recommendation: Title: A. Lead Risk Assessor III B. Program Assistant II Salary: A. Pay Range 553 (\$39,014 - \$46,356) B. Pay Range 530 (\$34,735 - \$39,322)</p>	
<p>Rationale: These two new positions are both grant funded. A. This new position will be performing all the duties of a Lead Risk Assessor II but with the added responsibility of conducting exterior maintenance inspections of residential properties and writing job specifications to correct defects. The additional knowledge and responsibility justifies the new title and pay range of Lead Risk Assessor III in PR 553. To be consistent with other positions in the job series we also recommend a footnote be added to this new title to read as follows: "Employees in this classification who pass the National Fire Academy Five Core courses for the State Fire Inspectors Certification Program (or State Fire Inspection Certificate when available) and who complete at least one year of service in the fifth step of PR 553 shall advance to a new Special Attainment Step of \$1 800.76." B. This new position will be performing the same duties as another Program Assistant II position in the department. The duties and responsibilities are consistent with the specification for Program Assistant II in PR 530.</p>	

Action Required:

In the Positions Ordinance, under Health Department, Home Environmental Health Division, Lead Urban Initiatives Grant (LL), delete one position of Program Assistant I (LL) and add one position of Program Assistant II (LL).

In the Salary Ordinance, under Pay Range 553, add the title of "Lead Risk Assessor III 3/" and add the following footnote: "3/ Employees in this classification who pass the National Fire Academy Five Core courses for the State Fire Inspectors Certification Program (or State Fire Inspection Certificate when available) and who complete at least one year of service in the fifth step of Pay Range 553 shall advance to a new Special Attainment Step of \$1,800.76."

Background:

The Department of Employee Relations received a letter dated March 2, 2004 from Seth Foldy, Commissioner-Health, requesting a classification study of two new grant funded positions assigned to the Home Environmental Health Division. Job Descriptions were submitted and discussions were held with Maria Monteagudo, Health Personnel Officer; Amy Murphy, Home Environmental Health Manager; and Richard Gaeta, Lead Program Housing Manager.

A. Lead Risk Assessor III

The basic function of this position is to conduct risk assessments and exterior maintenance inspections of residential properties and writing job specifications to correct defects. This position is also responsible for providing technical assistance and outreach to property owners, daily monitoring of projects, and final inspection and clearance activities.

35% Lead Inspection/Risk Assessment Responsibilities

Inspect residential properties to determine the physical improvements required to achieve program standards; develop expertise in evaluation of porch conditions and remedies for repair; inspect homes for defective lead paint surfaces and document survey inspection results according to protocols and program requirements; generate and issue work orders to correct lead based paint hazards and inform property owners of hazard corrections and order compliance requirements; and communicate lead poisoning hazard and prevention information to parents and guardians of lead poisoned children.

30% Evaluation and Program Monitoring

Prepare and present activity reports to supervisory staff; participate in activities aimed at increasing program participation and production; evaluate performance and initiate ideas for revisions with supervisory staff; maintain contractor evaluation and work quality date to assist in the review process; and assist program staff in obtaining required documentation to evaluate client qualifications for rehabilitation assistance.

35% Liaison and Support

Collaborate with Neighborhood Improvement Development Commission (NIDC) Program staff; work with property owners with multiple code violations by devising a plan to achieve compliance; mediate problems that may occur during the terms of construction between contractors, tenants, and owners; facilitate resident initiatives in collaboration with community organizers; and attend Tax Incremental Neighborhood (TIN) meetings and other community events as necessary to provide Home Environmental Health Program Information.

Requirements for this position include regular status as a Lead Risk Assessor II, satisfactory performance of all associated responsibilities and certification through the State of Wisconsin; an ability and willingness to participate in state recognized Home Inspection Course within six months of appointment; knowledge of interior and exterior residential rehabilitation, with particular understanding of roofing, siding, and porches; familiarity with NIDC programs and associated programs offered by local financial institutions; ability to function as part of a team and maintain good working relationships with a multi-cultural, multi-disciplinary staff and the public; and ability to follow program protocols, including enforcement actions as needed.

Analysis:

This position is part of a new million dollar grant that involves exterior housing rehabilitation. The new position will be performing all the duties and responsibilities performed by Lead Risk Assessor II positions but will have the extra responsibility of exterior maintenance inspections of residential properties and writing job specifications to correct defects. This position will be required to have knowledge of exterior residential rehabilitation, related building codes, and the costs of complying. It is expected that this position will spend 50% or more of their time on this new duty. As they learn and become more familiar with the work that percentage may be reduced to 30% of their time.

The requested pay range 553 is used by the City for other specialized inspector positions such as Special Compliance Inspector and Housing Rehabilitation Inspector. The pay range also provides a reasonable differential of 6.4% between the maximum step for Lead Risk Assessor II (Pay Range 541) and the maximum step for Lead Risk Assessor III. Employees with the Lead Risk Assessor II title are paid an extra step (approximately 1%) after a year at the maximum rate if they pass the five core courses for the State Fire Inspectors Certification Program. As this new title is in the same Lead Risk Assessor job series we recommend that the City also provide this extra step at the III level. A 1% increase over the maximum is \$1,800.76.

Recommendation:

Based on the above analysis, we recommend this new position be classified as Lead Risk Assessor III in Pay Range 553. We further recommend a footnote be added to the title of Lead Risk Assessor III to read as follows:

Employees in this classification who pass the National Fire Academy Five Core courses for the State Fire Inspectors Certification Program (or State Fire Inspection Certificate when available) and who complete at least one year of service in the fifth step of Pay Range 553 shall advance to a new Special Attainment Step of \$1,800.76.

B. Program Assistant II

The basic function of this position is to provide administrative support for all funded lead hazard reduction processes, including but not limited to assigning contracts, assuring eligibility requirements, facilitating processing of contractor payments, estimating scopes of work, and maintaining multiple databases. This position must also maintain productive working relationships with risk assessors, property owners and lead abatement contractors. The duties and responsibilities are as follows:

40% Contract Processing and Administrative Support

Assign Primary Prevention Scopes of Work to contractors based on established protocols; monitor work permits where lead poisoned children reside to maintain contractor assignment database; expedite Primary Prevention Housing Starts by random verification of informed-consent of Contractors with property owners and tenants; report accountability problems with tenants, property owners, contractors or Lead Risk Assessors to Lead Hazard Prevention Manager; assure contractor payments and change order requests; maintain contractor files; create electronic scopes owners' and contractors' scope of work; provide quality control processes of work for scopes submitted for start-up to assure all documentation is complete; and assure contractors' files are complete with payment requests, managerial signatures and instructions and property owner eligibility.

- 30% Data Management
Prepare database summaries and program reports as required for Program Managers; maintain updated contractor list, primary prevention forms and respective protocols; perform data entry for Primary Prevention database; extract clearance laboratory results directly from PowerTerm software; perform quality control of Primary Prevention, STELLAR, and other databases for clearances; provide contractor performance reports that include production of completed units on a monthly basis, or as requested, and create graphs or charts of pre/post dust wipes for Team Intervention using EXCEL or other software.
- 15% Enforcement Support Activities
Process direct administration of abatements by requesting title reports; prepare and mail certified notices to tenants and property owners; prepare abatement cost sheets; prepare and submit affidavits to City Attorney; maintain database for direct administration and submit invoices to property owners.
- 10% Project Correspondence
Interact with Lead Risk Assessors, property owners and contractors; send letters to property owners of all HUD funded projects that document completion of the job, clearance and temporary status of lead-safety.
- 5% Other Duties
Provide guidance and direction for support staff assigned to the Childhood Lead Poisoning Prevention Program to assure appropriate protocol is followed; answer telephones; organize and maintain files; and perform other duties as assigned.

Requirements for this position include four years of office support experience performing duties related to this position with at least one year of experience at the Office Assistant III level or higher; an ability to maintain positive working relationships with a multi-cultural and multi-disciplinary staff, managers, other agencies and the public; ability to assign projects to, direct and monitor activities of office support staff; knowledge of a variety of software packages; and an ability to identify, use and secure confidential material.

Analysis

This position will be performing the same duties as another current Program Assistant II position located in the department. The new position will be working with a different grant so it will be important that both positions be able to perform the higher level analytical work. The duties and responsibilities of this position are consistent with the Program Assistant II specification as follows:

Perform a variety of duties and responsibilities to support a program or area of operations within a City department. In addition to the knowledge and skill required of the "I" level, positions assigned to the "II" level require the equivalent knowledge and skill normally obtained with a bachelor's degree. Some Program Assistant II positions function as group leaders for other employees. A hallmark of the Program Assistant II is the analysis of information, in contrast to gathering or compiling information. In analyzing information, the employee is required to draw conclusions and make recommendations from information presented. This information may be in the form of accounting information, budget records and reports, financial information, contracts, or

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qualitative information. Program Assistant II positions are expected to independently initiate new work projects and improve processes on a continuous basis.

This position will be responsible for putting together reports and coming up with ideas to make the process more efficient and the reports better. This position will manage the information for 23 contractors. Based on an analysis of the information decisions are made regarding the awarding of lead abatement contracts. Contractors with the best performance are awarded the most contracts. This position will also, at times, act as a lead worker when assigning data entry and other office projects to two office support positions.

Recommendation:

Based on the above analysis, we recommend this new position be classified as Program Assistant II in Pay Range 530.

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

Reviewed by: *Florence Dukes*
Florence Dukes, Employee Relations Director

5/5/04

JOB EVALUATION REPORT

City Service Commission Meeting Date: May 11, 2004

Incumbent: New Position

Department: Department of Public Works—Water Works

Present	Request
Title: n/a	Title: Water CIS Project Manager
Salary Grade: n/a	Salary Grade: To be determined
Step: n/a	Source: Department
<p>Recommendation: Title: Project Manager Salary Grade: 008 \$52,377-\$73,325 New Rate: n/a</p>	
<p>Rationale: This auxiliary Project Manager will work to ensure the Water Works new Customer Information System (CIS) is completed within budget and a given time frame. There is a large consequence of error that impacts this position, as there are \$144 million in yearly billings linked to this system. It is imperative that when the new system is implemented, that the Water Works be able to issue bills immediately without error. The position is comparable in scope and level of responsibility to other Water Works Manager positions at the Salary Grade 008 level as well as to the classification of Systems Analyst-Senior (SG 008) within the Department of Administration—Information & Technology Management Division. For these reasons we recommend this position be classified in Salary Grade 008 with the title of Project Manager. The Water Works has requested the ability to recruit up to the 8th step of the salary grade.</p>	

Action Required

In the Salary Ordinance, under Salary Grade 008, add the title “Project Manager 4/” and add the following footnote: “4/ Recruitment is authorized up to the eighth step of the salary grade.”

In the Positions Ordinance, under Department of Public Works-Water Works, Business Organization, Auxiliary Positions, delete one position of Water Revenue Manager and add one position of Project Manager.

Background:

The Department of Employee Relations received a request to study a new Auxiliary Project Manager position in the Water Works on April 15, 2004. DER received a new job description for this position and discussions were held with Water Works Superintendent Carrie Lewis, Administration and Projects Manager Dale Mejaki, and Water Business Manager Earl Smith.

The Water Works has embarked on a process to upgrade and replace their Customer Information System (CIS). The budgeted amount for this project is \$5 million and includes the costs of vendor services, hardware, and software. The current system has reached the end of its useful life, has technological limitations, is cumbersome to use, and does not provide adequate reporting and monitoring capabilities.

A vendor and a new system have been selected. The implementation of the new Customer Information System is expected to take from 1½ to 2 years. The Water Works has budgeted position authority for an Auxiliary Project Manager to lead the implementation of this new system, which is the subject of this report.

Duties and Responsibilities:

The primary function of the Auxiliary Project Manager is to act as the “Owner’s Representative” to ensure the CIS implementation is completed to the City’s satisfaction within budget and a given time frame. This individual will provide team leadership; facilitate change management with Water Works staff; actively participate in managing problem resolution with the CIS Vendor team; and ensure that all modifications, interfaces, and data integrity are thoroughly tested.

- 50% Act as the “Owner’s Representative” throughout the project planning and implementation process. Be the first point of contact with the vendor. Coordinate work activities between the Water Works’ Functional Teams and the Vendor Project Team as necessary to maintain team direction and completion of necessary tasks. Utilizing expert knowledge of the existing MUPS system, manage the issues raised. Provide clear definition of issues to both vendor and Water Works staff. Work with the appropriate person or team for resolution.
- 15% Manage project timelines through coordination with the CIS vendor project manager, various City Departments, and the Emerging Business Enterprise vendor’s managers. Anticipate potential delays and work to resolve.
- 15% Ensure that proper testing and data cleansing is performed prior to conversion. Utilizing extensive knowledge of the existing MUPS system, provide highly specialized input to identify critical data sets, establish their functions, and verify that the data sets and functions have been carried forward into the new system.
- 10% Chair meetings to communicate project status to the Project Sponsor and Steering Committee to ensure project objectives and deliverables are met. Set agenda and generate documentation of topics discussed.
- 5% Determine content for training and implement necessary training for Water Works users.
- 5% Prioritize and escalate work based upon analysis of outstanding tasks, budgets, resources and timelines.

The position requires an accounting background and expert knowledge of the Municipal & Utility Packaged Software (MUPS), including specialized and extensive knowledge of MUPS data and its functions. Individual must have the technical expertise to validate that data and functions are carried over into the new customer information system. The position requires strong change management skills, the ability to work in a team environment, the ability to carry out multiple tasks under pressure, and excellent oral and written skills.

Analysis:

The largest factor that impacts the classification level of this position is the Impact & Accountability due to the consequences of error. The Customer Service Information System must keep the City's revenue stream going without impact to other entities including the Department of Public Works and the Milwaukee Metropolitan Sewerage District. There are \$144 million in yearly billings linked to this system. This includes City of Milwaukee customers as well as individual customer billings to five other communities. It is imperative that when the switch to the new system happens, that the Water Works be able to issue bills immediately without error. The changeover must be transparent to the customer.

For the duration of the project implementation, the Project Manager will be the 'go to' person for the Functional and Vendor Teams. Internal Functional Teams will include Customer Service Representatives, Delinquent Accounts, Meter Reading, Water Distribution, Water Quality, and Meter Shop. The Vendor team will be comprised of technical staff. In terms of Relationship Responsibility the Project Manager will have the authority to direct the workflow and timelines of the Functional and Vendor Teams to ensure the timely implementation of the project. It is important to note that the Functional Teams include staff that report to other Water Works Managers including the Water Revenue Manager (SG 008), the Water Meter Services Manager (SG 008) and the Network Manager (SG 010).

Knowledge & Skills that are critical for this position include project management, as well as key institutional knowledge of the current MUPS system. The Project Manager must have a detailed understanding of what is "in" the Customer Information System now and what will be "in" the system after the changeover. The Project Manager will be responsible for ensuring the integrity of the data in the new system. During the implementation process, the Project Manager will have the authority to identify and to change Water Works business practices depending upon the design of the new EnQuesta software.

Within the Water Works, this position is comparable in scope and level of responsibility to both the Water Revenue Manager (SG 008) and the Water Meter Services Manager (SG 008). The Water Revenue Manager is responsible for all billing and customer services ensuring that the billings go out correctly, that monies are collected correctly, and that funds are properly deposited in the bank. These revenues are processed and tracked through the CIS. The Water Meter Services Manager is responsible for coordinating all meter reading, installation and repair. The CIS is used to track this process including inventories, reports and queries. Both management positions require strong data analysis skills in using the CIS as is the case with this new Project Manager.

Within the City system, the position compares favorably to Systems Analyst-Senior (SG 008) within the Department of Administration—Information & Technology Management Division. These positions are responsible for advanced-level systems analysis. They serve as consultants within the City and provide design and development services.

This implementation project is expected to last from 1½ to 2 years. The Water Works will be recruiting from current Water Works staff to fill this critical auxiliary position. For this reason, the department is requesting the ability to recruit up to the 8th step of the salary grade.

Recommendation:

Based on the above analysis, we recommend that this position be classified in Salary Grade 008 with the title of Project Manager and be given the following profile on the City's management pay plan job evaluation factors:

	<u>Level</u>	<u>Points</u>
Impact and Accountability	8	120
Knowledge and Skills	7	94
Reporting Relationships	8	55
Working Conditions	1	<u>5</u>
TOTAL		274

Salary Grade 008: (266-305 points)

Prepared by:



Andrea Knickerbocker, Human Resources Manager

Reviewed by:



Florence Dukes, Employee Relations Director

5/5/04