



Department of Employee Relations

Tom Barrett
Mayor

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Director

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Employee Benefits Director

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Labor Negotiator

October 5, 2009

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

Dear Committee Members:

Re: Common Council File Number 090438

The following classification and pay recommendations will be submitted to the City Service Commission for consideration on October 6, 2009. We recommend these changes subject to approval by the City Service Commission:

In the Library:

One position of Central Library Special Projects Director, SG 013, currently vacant is recommended for reclassification to Library Public Services Area Manager, SG 011.

One position of Librarian V, SG 011, the current incumbent Dawn Lauber is recommended for reclassification to Library Services Area Manager, SG 011.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: Job Evaluation Report
Fiscal Note

C: Mark Nicolini, Renee Joos, Marianne Walsh, Troy Hamblin, Nicole Fleck, Joe Alvarado, Paula Kiely, Judith Zemke, and Joan Johnson

Job Evaluation Report

City Service Commission Date: October 6, 2009
 Department: Milwaukee Public Library

Current	Request	Recommendation
Central Library and Special Projects Director SG 013: \$78,469 - \$109,864 Incumbent: Vacant	Study of Position	Library Public Services Area Manager SG 011 \$69,090 - \$96,722
Librarian V SG 09: \$60,809 - \$85,129 Incumbent: Dawn Lauber	Study of Position	Library Public Services Area Manager SG 011 \$69,090 - \$96,722

Rationale:

Through the changes recommended in this report, the Milwaukee Public Library continues to reorganize its structure to expand and enhance services to the public in a cost effective manner. This report proposes that the vacant Central Library and Special Projects Director, Salary Grade 13, be downgraded to Library Public Services Area Manager, Salary Grade 11; and that a Librarian V, Salary Grade 09, also be reclassified to Library Public Services Area Manager, SG 11. These two managers will work as part of the Library's leadership team, having input into Library policy and overall direction. In addition to overseeing public services for one-half of the Library system, each manager will have unique responsibilities for programs and services. Considering the system-wide scope of responsibility these managers will exercise, including supervision of other managers in salary grade 09, we recommend classifying these two positions as Library Public Service Area Manager in Salary Grade 11.

Action Required

In the Salary Ordinance, under Salary Grade 013, delete the title "Central Library and Special Projects Director. Under Salary Grade 011, add the title "Library Public Services Area Manager."

In the Positions Ordinance, under Library, Neighborhood Library and Extension Services Decision Unit, Extension Services Bureau, Neighborhood Services Division, delete one position of "Librarian V" (X) and add one position of "Library Public Services Area Manager (X)"; under Central Library Decision Unit, Central Library Services Bureau, delete one position of "Central Library and Special Projects Director" (X)(Y) and add one position of "Library Public Services Area Manager (X)(Y)."

Background

On April 28, 2009, the Milwaukee Public Library requested that two management positions be studied as part of an "an ongoing reorganization of public service responsibilities in the Milwaukee Public Library system." In studying this request, written documentation in the form of job descriptions and organization charts were reviewed and discussions were held with Judith Zemke, Library Personnel Officer and Joan Johnson, Deputy Library Director of Public Services. Although the aforementioned letter to Employee Relations requested that two positions be reclassified to SG 10, subsequent discussions with the Library resulted in a recommendation that the positions be allocated to Salary Grade 11.

The Milwaukee Public Library System

The Milwaukee Public Library system is a large multifaceted organization with over 350 employees. Of this total, the Library system employs 16 public service managers who direct 172 public service staff located throughout the city, in 12 neighborhood libraries, and at the downtown Central Library. In addition to lending a vast array of materials —2,644,530 items in 2008—and accommodating 2,500,000 visits per year, the Library presents many programs and services for the public. Examples of these programs include: employment workshops and services; computer access and training; literacy enhancement programs for children; special programs for adolescents such as Teen Violence Prevention Workshops; programs to assist individuals to learn English; cultural and literary events.

Library Reorganization

Discussions with Library management indicate that one of the Library's primary goals is to expand and enhance its public services through effective management. For that reason, the Library has changed and is continuing to change its organizational structure. In 2008, a vacant position of Neighborhood Libraries and Community Partnerships Director, SG 15, was reclassified to the Deputy Library Director of Public Services in the same salary grade. This position is held by Joan Johnson.

In this new organizational structure, the two proposed Library Public Services Area Managers in Salary Grade 11 will report to the Deputy Library Director of Public Services in Salary Grade 15. These Managers will each oversee one-half of all public services for the Library, directly supervising approximately 8 managers and indirectly supervising 76 public service staff. Both positions will assist the Deputy Library Director of Public Services in administering public library services system-wide, including services and facilities planning, budgeting, staffing, and a range of human resources responsibilities including coaching, supervising, disciplining, and developing staff. In addition each Manager will have programmatic responsibilities. In order to accomplish this reorganization, it is proposed that a vacant position of Central Library and Special Projects Director, in Salary Grade 13 be downgraded to Salary Grade 11 and that one position of Librarian V, in Salary Grade 09, held by Dawn Lauber, be reclassified to Salary Grade 11.

Central Library and Special Projects Director, SG 13 to Library Public Services Area Manager, SG 11

As a part of this reorganization a currently vacant position of Central Library and Special Projects Director, in Salary Grade 13 would be downgraded to Library Public Services Area Manager in Salary Grade 11. This Manager will have responsibility for all of the services, programs, and staff associated with the Central Library, in addition to four neighborhood libraries. This includes management of the collections and services for humanities and archives, arts and media, business, science, technology, periodicals, and Ready Reference at the Central Library, in addition to oversight of four neighborhood libraries.

Librarian V, SG 09 to Library Public Services Area Manager, SG 11

The Librarian V position, currently held by Ms. Lauber, currently manages the Library's literacy programs as well as overseeing the operations of the Wisconsin Regional Library for the Blind and Physically Handicapped(WRLBPH). In addition, in anticipation of this reorganization, the incumbent has taken on many of the responsibilities required to manage the day-to-day operations of outreach services and neighborhood libraries. These duties were previously associated with the Neighborhood Libraries and Community Partnerships Director in Salary Grade 15.

With this reorganization, the Librarian V position held by Ms. Lauber will retain responsibility for system-wide literacy initiatives and oversight of the WRLBPH. New responsibilities will include assisting the

Deputy Library Director of Public Services in planning and carrying out building projects, repairs, and renovations in neighborhood libraries, in addition to developing and administering the budgeting, staffing, and human resources management for the neighborhood libraries. The system-wide responsibilities this position has recently taken on will, supports reclassification of this position to Library Public Services Area Manager in Salary Grade 11.

Knowledge, Skills, Abilities, and Competencies Required (KSA's)

The most notable knowledge, skills, abilities, and competencies required for the successful performance of these Library Public Services Area Manager jobs are:

- A strong commitment to delivering excellent customer service to the public
- Knowledge of best practices in public library management in many areas, including literacy, community technology, fundraising, volunteers and friends' organizations, community partnerships, marketing, reading programs, staff development, programs for children and youth, programs and services for adults, and digital reference.
- Ability to plan, organize, direct, and coordinate the work of others in a complex decentralized library system.
- The ability to coach, supervise, and develop staff
- Knowledge and experience with library automation systems
- Ability to deliver public presentations and represent library administration
- Ability to write concise reports
- Ability to work effectively with groups and citizens using diplomacy and persuasion
- Ability to understand metropolitan trends and the resulting challenges and opportunities for public libraries
- Openness to new ideas and flexibility in approach

The minimum requirements for the positions, as stated on the job description provided by the Library are: a master's degree in library science; five years of increasingly responsible professional library experience, at least three years of which must have been in a public library setting; a minimum of three years of the total years of experience in a supervisory or managerial role; and experience working with community groups, organizations, and special users. It should be noted that the knowledge, skills, abilities, competencies, and minimum qualifications stated above have not been validated for purposes of staffing.

Analysis

Each of these new positions of Library Public Services Area Manager will be responsible for overseeing one-half of the public services of the Library system. This involves responsibility for individual programs and services as well as supervising 94 individuals directly and indirectly. Considering the system-wide scope of responsibility these positions will have, their input to overall Library policy and directions, and the fact that one position will supervise other managers allocated to SG 9, it is appropriate to recommend that these positions be allocated to Salary Grade 11 as Library Public Services Area Managers.

The new classification hierarchy for the Library system, in terms of management positions, will consequently be as follows:

Title	Salary Grade
Milwaukee Public Library Director	SG 17
Deputy Library Director of Public Services	SG 15
Library Technical Services Manager	SG 12
Library Public Services Area Manager	SG 11
Library Public Services Area Manager	SG 11
Librarian V	SG 09
Management Librarian	SG 07
Library Branch Manager	SG 07

Recommendation

For the reasons cited above, we therefore recommend that one position of Central Library and Special Projects Director, in Salary Grade 13 be reclassified to Library Public Services Area Manager in Salary Grade 11 and one position of Librarian V in Salary Grade 09 be reclassified to Library Public Services Area Manager in Salary Grade 11.

Prepared By: Laura Sutherland *LS*
Laura Sutherland, Human Resources Representative

Reviewed By: Andrea Knickerbocker *AK*
Andrea Knickerbocker, Human Resources Manager

Reviewed By: Maria L. Monteagudo
Maria Monteagudo, Employee Relations Director

Attachments

- A – Current Library Organization
- B – New Library Organization