



Department of Employee Relations

February 15, 2008

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

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

Dear Committee Members:

Re: Common Council File Number 071427

The following classification and pay recommendations were approved by the City Service Commission on February 5, 2008:

In the Department of City Development, one new position was classified as Administrative Services Supervisor, SG 005.

In the Health Department, ten positions were recommended for classification and pay recommendations for various managerial and supervisory positions.

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

Sincerely,

Maria Monteagudo
Employee Relations Director

MM:fcw

Attachments: 2 Job Evaluation Reports
Fiscal Note

C: Mark Nicolini, Renee Joos, Jennifer Meyer, Marianne Walsh, Troy Hamblin, Betty Schraith, Richard Marcoux, Martha Brown, Judy Allen, Bevan Baker, Victoria Robertson, Paul Biedrzycki, Anna Benton, Angela Hagy, Ali Reed, Racquel Filmanowicz, Michelé LeBourgeois and Kevin Hulbert.

JOB EVALUATION REPORT

City Service Commission Meeting: February 5, 2008
 Department: City Development

This report recommends the appropriate classification and compensation level for one position created in conjunction with the implementation of the 2008 City of Milwaukee budget in the Department of City Development.

In reviewing this position, staff analyzed a new job description and held discussions with management representatives. The following chart summarizes the recommended change.

Current	Request	Recommendation
New Position	Administrative Services Manager SG 007 (\$53,519 - \$74,922)	Administrative Services Supervisor SG 005 (\$47,109 - \$65,957)

Action Required

In the Salary Ordinance, under Salary Grade 005, add the title "Administrative Services Supervisor."

In the Positions Ordinance, under Department of City Development, General Management and Policy Development Decision Unit, Office of the Commissioner, delete one position of "Administrative Services Manager" and add one position of "Administrative Services Supervisor."

BACKGROUND

The basic function of this position is to oversee a variety of administrative functions critical to the operations of the Department of City Development and the accomplishment of its programmatic mission. This includes managing the Department's space in the 809 Building, payroll functions, and coordination of all departmental business with the Milwaukee Common Council. Duties and responsibilities are as follows:

- 50% Design and manage delivery of administrative service to all DCD employees such as payroll processing including the preparation and maintenance of employee time records, earnings, personnel history, long-term disability, family and medical leave, worker's compensation, and separation from service; building operations including office set-ups, telephone service, and computer service for employees; serving as a liaison to the Department of Public Works (DPW) facilities staff regarding building maintenance, custodial services, and work performed by contractors at the 809 Building; the delivery, routing and retention of mail; and records retention in accordance with requirements of the City Records Committee.
- 20% Manage personnel responsible for delivery of administrative services to all DCD employees including hiring and supervising two positions of Administrative Assistant IV, one position of Personnel Payroll Assistant II, and one position of Administrative Services Assistant; working with staff to develop ongoing process improvements to streamline administrative functions related to areas such as employee benefits, the sick leave incentive program, management performance appraisals, and new employee processing; designing training for administrative functions; developing and updating job descriptions; and designing and recommending organizational changes as appropriate.

- 15% Coordinate all DCD-related business with the Common Council including ensuring the following: resolutions and ordinances are prepared in a form compliant with Common Council rules and City Attorney requirements, department-wide compliance with mandated deadlines for file submittal and completion, appropriate referral of Council files to the Redevelopment Authority of the City of Milwaukee (RACM) and the City Plan Commission, and proper handling of documents relating to contracts and bond issues authorized by the Common Council; advising DCD employees regarding issues such as scheduling, committee hearings, and format of legislation; working with Council Committee Clerks to schedule Council files; researching legislative items, retrieving relevant documentation, and explaining applicable Council procedures; and communicating changes in Council procedures and developing and instituting new departmental practices to conform to such changes.
- 5% Manage responses to Wisconsin Open Records Law request for records maintained by DCD, RACM, Neighborhood Improvement Development Corporation (NIDC), City Plan Commission, or Historic Preservation Commission; collect records from staff and prepare letters of transmittal; consult with Assistant City Attorney as needed, and draft responses accordingly including the denial of records.
- 5% Distribute and track requests for service or information and response by department; manage tracking system for requests from the Mayor's Office and members of the Common Council; distribute requests for comment on proposed legislation to appropriate staff and manage tracking system to ensure a timely response; and ensure that the department's actions in response to service requests are carried out and complete.
- 5% Undertake special projects as assigned by the Deputy Commissioner.

The requirements of this position include four years of progressively responsible supervisory experience; knowledge of Microsoft Office Suite software, City HRMS and Legistar computer systems, Common Council Rules of Procedure and Wisconsin Public Records Law, and the organization and operations of DCD, RACM, City Plan Commission, and Historic Preservation Commission; and skill in oral and written communications, juggling multiple and competing priorities, and providing good customer service.

ANALYSIS

This new position will have a combination of duties and responsibilities from the current DCD position of Administrative Specialist in the Executive Office of the Commissioner in Salary Grade 02, the previous DCD position of DCD Personnel Officer in Salary Grade 07, and the HACM position of Administrative Services Manager in Salary Grade 06. About 30% of the time will be spent performing and overseeing duties that were performed by the Administrative Specialist position such as working with Common Council files, managing responses to open records requests, distributing and tracking requests for service, and undertaking special projects as assigned by the Deputy Commissioner. Another 20% of the time will be spent on a combination of work that was performed by the Administrative Specialist and the DCD Personnel Officer which includes supervising four administrative positions; and working with staff to improve administrative processes for payroll and various personnel areas such as employee benefits, the sick leave incentive program and management performance appraisals. Fifty percent of the time will be spent on a combination of duties that were performed by the DCD Personnel Officer and the Administrative Services Manager including designing and managing delivery of administrative services such as payroll processing; building operations that include office set-ups, serving as a liaison for building maintenance, custodial services and contractor work; the delivery, routing and retention of mail; and records retention.

With this combination of duties we made comparisons to other management positions in the City including the following:

Inventory Supervisor in Salary Grade 003 which supervises several positions at two warehouses that service Street, Sewer, and Bridge Maintenance Crews; assists the Stores Supervisor with supervising all stores operations; and oversees the procurement, storage, security and handling of materials, supplies and services.

Administrative Specialist–Senior in Salary Grade 004 in the Library which is responsible for the supervision of Secretarial Support Services, the Procurement and Supply Department, the primary support of office software, various Business Office administrative activities, and a variety of special projects and services. Duties include coordination of telephone system changes, repairs, moves and problems and serving as a liaison to the Department of Public Works (DPW) Support Services; and developing, improving and implementing many different procedures that affect library operations.

DPW Customer Service Supervisor in Salary Grade 005 which is responsible for the operation of the DPW Call Center and responding to 286-CITY. This includes ensuring that all requests are being processed in a timely, accurate, and professional manner; working closely with field operations to keep informed of operational and programmatic changes; preparing reports on call statistics; and supervising a staff of five employees.

Police Payroll Supervisor in Salary Grade 006 which has a staff of five employees and oversees the processing of payroll and benefits for approximately 2,500 employees, maintains all payroll, personal and job related information in the HRMS system, and provides pay information to City and outside agencies.

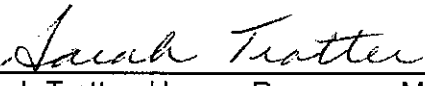
Customer Services Supervisor in Salary Grade 007 which supervises the day-to-day operations of the Customer Services Unit in the City Treasurer's Office which includes a staff of ten plus and an additional 15 temporary positions during the busy season of December and January. This position oversees a number of functions including the preparation of on-line bills for real estate and personal property taxes, special improvement bonds, and accounts receivable invoices; and preparation of daily reports to record receipts, disbursements, and adjustments on tax related transactions to the proper ledger accounts. The position also performs duties related to tax collection including representing the City Treasurer's Office at monthly Board of Review meetings and effectuating Common Council Resolutions related to the remission or payment of property taxes or special assessments.

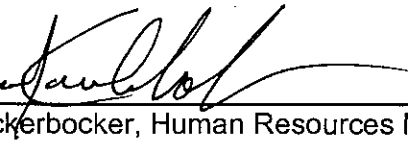
This review indicated that the most appropriate level for this new position would be Salary Grade 005. There are many similarities to the Administrative Specialist–Senior position in Salary Grade 004 which also supervises a staff of four, fills in to supervise an additional three employees as needed, and has a wide variety of administrative services responsibilities. The position under study, however, has responsibility for overseeing payroll functions, coordinating departmental business with the Common Council, overseeing records retention and managing the department's space in the 809 building. The position reports directly to the Deputy Commissioner of DCD and must work independently on the administrative details to carry out the directives of the Department's leadership.


The DPW Customer Service Supervisor in Salary Grade 005 oversees a different function, the DPW Call Center, but also has to work independently, work closely with personnel throughout the Department, and be able to work effectively under high levels of stress. The Police Payroll Supervisor in Salary Grade 006 works with a much larger and more difficult payroll and the Customer Services Supervisor in Salary Grade 007 has a larger staff and oversees an extensive amount of financial and accounting work including responsibilities related to tax collection.

RECOMMENDATION

The requested title of Administrative Services Manager already exists at a higher level so we recommend this position be classified Administrative Services Supervisor in Salary Grade 005. This title reflects the emphasis on administrative functions and the role of supervising staff.

Prepared by: 
Sarah Trotter, Human Resources Manager

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting: February 5, 2008

Department: Health

This report recommends classification and salary grade levels for a number of positions in the Milwaukee Health Department. These changes are the result of the Department's efforts to create an organizational structure that will enhance its ability to focus on public health education, research, and public health policy initiatives while achieving better coordination and delivery of public health services.

Current Classification/SG	Requested Classification/SG	Recommended Classification/SG
Health Operations Director SG 016 (\$95,030 - \$133,049) Vacant	Public Health Research & Policy Director SG 016 (\$95,030 - \$133,049)	Public Health Research & Policy Director SG 016 (\$95,030 - \$133,049)
New Position	Health Services Administrator SG 015 (\$89,161- \$124,823)	Health Operations Administrator SG 014 (\$83,653 - \$117,118)
Disease Control and Prevention Manager SG 011 (\$69,090 - \$96,722) Incumbent: Paul Biedrzycki Current Rate: \$96,722	Director of Disease Control & Prevention SG 013 (\$78,469 - \$109,864)	Disease Control & Environmental Health Services Director SG 013 (\$78,469 - \$109,864) New Rate: \$101,558
Maternal and Child Health Division Manager SG 009 (\$60,809 - \$85,129) Incumbent: Anna Benton Current Rate: \$70,856	Family & Community Health Director SG 013 (\$78,469 - \$109,864)	Family & Community Health Services Director SG 012 (\$73,627 - \$103,077) New Rate: \$74,399
Epidemiologist SG 009 (\$60,809 - \$85,129) Incumbent: Angela Hagy Current Rate: \$68,721	Infectious Disease Epidemiologist SG 010 (\$64,805 - \$90,728)	Infectious Disease Epidemiologist SG 010 (\$64,805 - \$90,728) New Rate: \$72,157
Compliance Officer SG 007 (\$53,519 - \$74,922) Incumbent: Ali Reed Current Rate: \$66,294	Chief Compliance Officer SG 011 (\$69,090 - \$96,722)	Chief Compliance Officer SG 010 (\$64,805 - \$90,728) New Rate: \$69,608
New Position	Community Relations Officer SG 010 (\$64,805 - \$90,728)	Community Health Services Officer SG 010 (\$64,805 - \$90,728)
Health Communication Officer SG 006 (\$50,206 - \$70,295) Incumbent: Raquel Filmanowicz Current Rate: \$68,165	Public Information Officer SG 009 (\$60,809 - \$85,129)	Health Communication Officer SG 008 (\$57,028 - \$79,836) New Rate: \$71,573
Clinic Operations Manager SG 007 (\$53,519 - \$74,922) Incumbent: Michele LeBourgeois Current Rate: \$60,843	Health Center Operations Manager SG 009 (\$60,809 - \$85,129)	Health Center Operations Manager SG 007 (\$53,519 - \$74,922)
Environmental Health Supervisor SG006 (\$50,206 - \$70,295) Incumbent: Kevin Hulbert Current Rate: \$70,295	Environmental Health Program Supervisor SG 007 (\$53,519 - \$74,922)	Environmental Health Program Supervisor SG 007 (\$53,519 - \$74,922) New Rate: \$73,810

Action Required

The Salary and Position Ordinance changes will follow at the end of the report (Page 13).

Background and Key Elements of the Reorganization

Throughout 2007 the Milwaukee Health Department (MHD) worked on conducting an organizational assessment to identify a structure that would facilitate the department's ability to address shifting public health trends and priorities, an increased emphasis on compliance requirements, and streamlined work and business processes. The MHD recognized that in addition to working on the greatest public health issues impacting the City of Milwaukee, it is important to continue the strong collaboration to transform the MHD into an academic institution that supports public health workforce development through the establishment of an accredited school of public health. A major reorganization has occurred at the MHD as a result of the Department's efforts to expand its emphasis on education, research, and development of public health policy, and efforts to achieve greater coordination and efficiency of services. The reorganization impacts the reporting structure and primary job responsibilities for several MHD positions.

The proposed 2008 MHD re-organization has been strategically and thoughtfully designed to closely align with the public health and policy issues that will be important over the next five years and beyond. The key elements of the proposed reorganization include:

◇ Policy and Research Emphasis

The restructuring of the Health Operations Director position to a Public Health Research & Policy Director position that will serve as a principal staff advisor to the Commissioner of Health regarding MHD policy and research activities and will have a close connection to the establishment of a School of Public Health and the transformation of the MHD to an academic Health Department. This position, in close coordination with the Commissioner of Health, will be responsible for policy coordination, legislation development, and policy research, evaluation, and analysis. This new resource will enhance MHD's ability to research, review, and develop comprehensive recommendations for funding opportunities at the state and federal levels and will allow the department to review and assess public health best practices and make policy recommendations to the Commissioner.

◇ Community Relations and Public Health Partnerships

The creation of a Community Health Services Officer position that is responsible for the development and management of proactive community partnerships that involve private sector entities, healthcare systems, federally qualified health centers, community groups, faith communities, coalitions, and educational institutions that support the MHD's strategic public health goals and objectives. This position will oversee and work in tandem with departmental program managers in the coordination of strategic partnerships to assist in improving health outcomes in the areas of infant mortality, teen pregnancy and sexually transmitted diseases/human immunodeficiency virus (STD/HIV). In addition, this position will advise the Commissioner of Health on best practices and community initiatives to further advance public health priorities and public policy.

◇ Realignment of Operational/Administrative Responsibilities

The creation of a Health Operations Administrator position to serve as the Commissioner's special assistant in managing internal operations and activities and the realignment and strengthening of compliance related functions to include all budgeting, financial, data management (IT), and compliance related activities of the MHD.

◇ Realignment and Centralization of all Environmental Health Functions

The centralization of all environmental health activities, including Home Environmental Health (Lead Program) and Consumer Environmental Health (Food Inspection and Enforcement), under the Disease Control and Environmental Health Services Director. This will allow all environmental enforcement functions and services to be housed under one Division.

◇ Expanded Focus on Family and Community Health Issues

A shift in focus from maternal and child health services to family and community health services to include district nursing, vital statistics, tobacco reduction, infant mortality, men's health, medical assistance outreach, and breast cancer awareness. The elimination of the Healthcare Access and Behavior Manager position in the 2007 Budget resulted in the reassignment of many of the related programs to the Maternal and Child Health Division.

Duties and Responsibilities/Qualifications/Analysis of Individual Positions

(Equivalent combinations of education and experience may be considered for all of these positions.)

Health Operations Director

The MHD reorganization restructures the Health Operations Director position to a Public Health Research & Policy Director to serve as principal staff advisor to the Commissioner of Health regarding MHD research and policy activities. This position, in close coordination with the Commissioner of Health, will be responsible for developing MHD's public health policy positions, coordinating MHD's legislative agenda, analyzing other state and local policies (existing and proposed) for public health ramifications, and overseeing all research activities within MHD. This position will also serve as a key link between MHD and Wisconsin academic institutions, including a UW-Milwaukee School of Public Health, and will lead MHD's development as a premier Academic Health Department. The major duties and responsibilities are summarized below:

- 20% Create and sustain linkages with UW-Milwaukee and other local and statewide universities; develop opportunities for synergy between public health academicians and MHD in research, teaching, and community service; and assure close cross-institutional collaboration.
- 20% Assure that all research conducted within the MHD abides by all research requirements, including Human Subjects Protection / IRB approval as needed; and conduct research and analysis of MHD's public health programs and outcomes.
- 15% Research, review, and develop comprehensive recommendations for funding opportunities at the federal, state and local level to promote existing and new public health programs; and write grant proposals for such opportunities in close collaboration with managers of affected MHD units.
- 15% Develop and recommend MHD's public health policy positions; and analyze other state-wide and local policies (existing and proposed) for public health ramifications.
- 10% Coordinate MHD's legislative agenda; and serve as a liaison to City of Milwaukee Inter-governmental Relations Bureau on public health legislative review and development.
- 20% Other projects as assigned.

Qualifications: Doctoral degree (MD, PhD, DrPH, or similar) in Public Health, Public Administration, or related field; a minimum of seven years of full-time progressively responsible experience in public health policy and development; excellent communication, conflict resolution and mediation skills; strong interpersonal and organizational abilities; demonstrated leadership capabilities; in-depth knowledge of a full spectrum of public health policy issues, and the legislative and appropriations process; strong skills and significant experience with policy development, policy analysis, and public health research; ability to exercise independent judgment in establishing priorities, to analyze operational issues in cooperation with other Senior Managers, and to make sound policy recommendations; experience with multi-disciplinary teams and ability to work in close collaboration with others; demonstrated ability to obtain extramural grant funding through the writing of grant proposals; demonstrated ability to manage and complete research projects; and an in-depth understanding of human subjects protection and other requirements of research.

Analysis:

This new position will be critical in facilitating the transformation of the MHD into a premier public health agency in the nation with a strong focus on education, best practices, and a viable legislative agenda. Working closely with the Health Commissioner, this position will enable the MHD to effectively address critical public health issues in Milwaukee by identifying delivery models that have proven successful in achieving public health outcomes, while establishing strong partnerships with other public health stakeholders who bring technical expertise and funding alternatives to Milwaukee's limited resources. Given the impact and accountability associated with this position and the strong technical qualifications established for successful performance on the job, it is recommended that the position be maintained within salary grade 016 and be classified as Public Health Research and Policy Director as requested by the MHD.

Health Operations Administrator-New Position

This new position will serve as the principal staff advisor to the Commissioner of Health regarding MHD operations and administrative services. This position will provide ongoing leadership and day-to-day guidance and direction to senior management personnel assigned to the Disease Control and Prevention, and Family & Community Health Services Divisions as well as the Laboratory, Community Relations, Communications, and Clinic Operations as assigned by the Commissioner. The major duties and responsibilities are summarized below:

- 20% Provide direction and advice to senior managers in the areas of program planning, funding opportunities, implementation of initiatives, integration of services, and program evaluation.
- 20% Evaluate, plan and develop standards for program measurement using existing and new resources and methods.
- 20% Provide leadership and coordination of activities and resources of public health programs within the MHD and make recommendations to the Commissioner of Health regarding new initiatives and operational changes.
- 10% Assist in establishing and maintaining collaborative relationships within the MHD, City of Milwaukee, State of Wisconsin and the community to achieve desired public health objectives and outcomes.
- 10% Establish and maintain collaborative relationships with members of the Administration & the Common Council in promoting and obtaining support for public health initiatives.
- 10% Provide oversight of administrative functions within the MHD including financial activities, personnel management, technical support, media relations, building services, and communications.
- 10% Perform other duties as assigned by the Commissioner of Health.

Qualifications: Master's degree in Public Health, Public Administration, or related field; a minimum of seven years of full-time progressively responsible experience in public health supervision or administration, program planning, health policy development or health care delivery systems; excellent communication, conflict resolution and mediation skills; strong interpersonal, organizational and leadership abilities; ability to exercise independent judgment in establishing priorities, analyze sensitive and controversial operational issues, and make sound recommendations; experience with multi-disciplinary team management and quality improvement; and demonstrated commitment to diversity and cultural competence in a health and human services environment.

Analysis

Under the new MHD structure the Health Operations Administrator will be responsible for managing and monitoring day-to-day activities and staff and keeping the Commissioner abreast of policy and controversial issues that need his attention. The level of responsibility of this position is similar to that typically associated with "deputy" level positions in other City agencies. The primary focus of this position will be to facilitate cross-divisional communications and streamlined and more efficient operations while allowing other senior leadership positions to focus on developing and maintaining community partnerships consistent with MHD's efforts in the areas of public health assessments, policy development and service delivery.

In determining the appropriate classification and compensation level for this position, the Department of Employee Relations reviewed the classification structure of other City agencies for positions functioning at comparable levels as presented below:

Department	Classification	Salary Grade
City Development	Deputy Commissioner	017
Library	Neighborhood Lib & Comm Partnership Dir	015
Assessor's Office	Chief Assessor	015
Neighborhood Services	Neighborhood Services Operations Mgr	014
Public Works	Public Works Coord Manager	014
Employee's Retirement Sys	ERS Deputy Director	014
Common Council/City Clerk	Deputy City Clerk	013
Municipal Court	Assistant Court Administrator	010

The Health Operations Administrator position, as defined by the MHD, is most comparable to the positions found in Public Works, Neighborhood Services and the Employee's Retirement System. It is therefore recommended that this position be classified as Health Operations Administrator in Salary Grade 014.

Disease Control and Prevention Manager

The MHD reorganization realigns all environmental health staff and activities under the Disease Control and Prevention Division. This includes the Home Environmental Health and Consumer Environmental Health Programs. The Disease Control and Prevention Manager position will consequently be responsible for strategic and operational development, implementation and evaluation of cost-effective and outcome-based programs in the Department including communicable disease control, environmental health, and emergency preparedness and response. Programs administered by this position include: Public Health Emergency Preparedness, Planning and Response; Reportable and Emerging Infectious Disease Surveillance and Control; Environmental Health (air, water and toxic materials); Childhood and Adult Immunizations; Tuberculosis Control and Prevention; STD/HIV Control and Prevention; Consumer Environmental Health Programs involving food sales, safety and handling; and Home Environmental Health Programs related to childhood lead poisoning prevention, unintentional household injuries, and asthma surveillance.

Qualifications: Master's degree from an accredited college or university in one or more of the following fields: Environmental Health, Engineering, Physical Sciences, Biological or Natural Sciences, Public or Business Administration; graduate-level coursework in the fields of industrial hygiene, toxicology, and epidemiology is desired; minimum of five years of full-time progressively responsible experience in program management, administration, and supervision preferably within a governmental agency overseeing programs similar to those conducted within the Division; and knowledge of microbiology, chemistry and public health emergency preparedness principles is desired.

Analysis

The Disease Control and Prevention Manager position was last reviewed by the Department of Employee Relations in 2002 when it was reallocated from SG 009 to SG 011 based on additional responsibilities associated with emergency incident planning and management as well as serving as the department's point person on bioterrorism.

Since that review, the position has experienced significant changes as described below:

- An increase in the number of federal and state emergency preparedness initiatives (Urban Area Security Initiative, Metropolitan Medical Response System, Cities Readiness Initiative, Pandemic Flu, BioWatch, Biosense) that have a direct impact on city, county, and multi-county regions in terms of planning, interagency collaboration and resource allocation.

- The realignment of all communicable and infectious disease program functions and staff to the Disease Control and Prevention Division including the STD/HIV program and the Tuberculosis Control Clinic (TBCC).
- The realignment of all immunization related staff and activities under the Disease Control and Prevention Division and the associated responsibilities for overseeing the monitoring of syndromic surveillance systems within the region as relates to early warning and detection of community-wide disease occurrence and other state mandated compliance requirements.
- The reassignment of all Consumer Environmental Health activities to the Disease Control and Prevention Division as a result of the elimination of the Consumer Environmental Health Division Manager position from the 2008 Budget.
- The reassignment of all Home Environmental Health activities to the Disease Control and Prevention Division.

The number and complexity of changes associated with this position reflect the position's requirement to continually adapt to rapidly changing strategic, operational and funding opportunities and guidance that typically involve community stakeholders in both the public and private sectors. The position's involvement with interdisciplinary and inter-jurisdictional cooperation and consensus building has expanded significantly since 2002. The proposed addition of the Home Environmental Health and Consumer Environmental Health Programs to the position along with other changes implemented since the last classification review warrant a reclassification to Disease Control and Environmental Health Services Director in Salary Grade 013.

Maternal and Child Health Division Manager

The Maternal and Child Health Manager position is responsible for developing, implementing, managing, and evaluating evidence-based programs for Maternal and Child Health (MCH) and Men's Health (MH). This Division encompasses many grant-funded MCH programs, such as the Nurse-Family Partnership and the Empowering Families of Milwaukee grants; the Women's Infant's, and Children's (WIC) nutrition program; a large group of Team Nurses; the Medical Assistance Outreach Program; and the state-funded consolidated contract for MCH, which funds the Adolescent Community Health program and several other projects. This position provides direction, leadership and direct supervision to Division Managers, Program Managers, Supervisors and Coordinators; and works closely with the Director of Nursing and the Chief Medical Officer to assure quality nursing and public health services are provided at health centers and in the community. This position also plays a key role in the community, representing the MHD in many area partnerships, coalitions and networks, and in communicating with the media. This position oversees a wide variety of grant-seeking and research activities. The major duties and responsibilities are summarized below:

- 35% Program Leadership
- 35% Staff Management and Administration
- 15% Community Leadership
- 15% Grant-writing/Program Development

Qualifications: Masters Degree in Nursing, Public Health, Healthcare Management, Administration, Social Work, Community Health or Human Services or other relevant field and five years of progressively responsible experience in public health care program planning, policy development, community health assessment or health administration with at least four years of experience in program management or supervision; and experience in the areas of program planning, budget development and monitoring, contract/grant development, staff supervision and development, team management or quality assurance.

Analysis

The MCH Manager position was originally and exclusively responsible for maternal and child health programs. Over the last several years the MHD has pursued several different models of delivering maternal and child health services to the community in an effort to reduce the infant mortality rate and infant health

disparities in the City. Two intensive home visiting programs which emphasize healthy birth outcomes have been implemented: Empowering Families of Milwaukee and Nurse Family Partnership. The addition of these programs and the responsibilities associated with securing funding, monitoring the delivery of services, and compliance with public health outcomes have significantly impacted the scope of authority and responsibility of this position and its involvement in coalition-building, fiscal, and program planning/evaluation activities.

In 2007 the MHD consolidated many of the programs formerly associated with the Healthcare Access and Services Division under this position. The MCH position became consequently responsible for activities and personnel responsible for promoting and facilitating health care access for at risk populations, tobacco control and prevention, and outreach to vulnerable and chronically ill adults. In 2008, this position will also be responsible for the development and implementation of a new Men's Health Program within the MHD.

The increase in scope and level of responsibility associated with this position warrants a reclassification to Family and Community Health Services Director in Salary Grade 012.

Epidemiologist

The Epidemiologist assigned to the Disease Control and Prevention Division is responsible for management of reportable communicable disease, vaccine-preventable disease, and public health preparedness programs within the MHD. This position oversees associated grants, contracts, interagency agreements and budgets as well as provides direct supervision of staff assigned to these programs. This position is responsible for coordination of all epidemiologic aspects including surveillance and response to communicable and emerging infectious disease outbreaks both man-made (bioterrorism) and naturally occurring in origin. This position works closely with other government, non-profit and community organizations in coordinating public health projects, initiatives and collaborations consistent with the strategic outcomes of the MHD. This position acts as a representative for the MHD on committees, task forces, and workgroups as assigned by the Division Manager; and serves as a back-up to the Disease Control & Prevention Manager. The major duties and responsibilities are summarized below:

- 40% Management, Direction and Planning
- 30% Infectious and Vaccine-Preventable Disease Surveillance and Response
- 30% Public Health Emergency Preparedness and Response

Qualifications: Masters Degree in Public Health, Epidemiology, Environmental Health or closely related field and two years of experience in epidemiology or public health including data management systems and public health emergency response. Experience in communicable disease surveillance and control, and grant writing; and a strong knowledge of public health practice at a local level is preferred.

Analysis

This position was created approximately ten years ago with a primary purpose to serve as the communicable disease epidemiologist assigned to the Disease Control and Prevention Division. In 2004 this position assumed responsibility for communicable disease staff consisting of two Public Health Nurses and an Office Assistant. This position assumed the primary role of directing communicable case management to prevent the spread of communicable disease rather than just providing data to drive interventions. In 2005 the position also assumed responsibility for MHD's Immunization Program consisting of two administrative support positions and an additional Public Health Nurse. This program now includes a Childhood Immunization Disparities Project and the School Readiness Initiative. In 2006/2007 the Immunization Program and the Communicable Disease Program experienced a significant expansion. The position now oversees one Health Project Coordinator, one Health information Specialist, ten Public Health Nurses, one Health Project Assistant and several administrative support personnel.

Public Health Informatics has become a core responsibility of this position. This position is leading several MHD initiatives to develop and deploy key information systems that will transform public health surveillance. Projects range from the identification and pilot of an electronic disease surveillance/outbreak response system to alert messaging systems to capture data systems. The identification and deployment of interoperable information systems has required becoming knowledgeable of public health information standards, data base administration skills, and the ability to critically analyze practices in identifying technological solutions to create efficiencies.

Given the significant expansion in scope and level of responsibility of this position, a reclassification to Infectious Disease Epidemiologist in Salary Grade 010 is warranted.

Compliance Officer

The Compliance Officer performs a full-range of professional duties relating to the compliance function and program development in the MHD, functioning as a member of the Senior Management team by implementing and managing a department-wide compliance plan that tracks work completion and enforces accountability of all MHD management to the Commissioner of Health. This position provides leadership in recommendations for improving efficiency, effectiveness and compliance with various departmental contracts, grants and regulatory requirements. The major duties and responsibilities are summarized below:

- 25% Management, Direction and Planning
- 25% Compliance Program Management and Development
- 25% Contract Administration
- 10% HIPAA Privacy Officer/ Limited English Proficiency Coordinator
- 15% Leadership and Involvement

Qualifications: Bachelor's Degree in Business, Public Administration, Health Administration, or related field; and four years of related experience and/or training.

Analysis

This position was originally created in 2000 as a Compliance Analyst to assist MHD Program Managers in generating and analyzing data needed to ensure compliance with federal and state regulations and funding sources. In 2006 the position was reclassified to Compliance Officer due to a significant increase in the position's overall impact upon the department's compliance efforts, its designation as the department's liaison to the state on performance based contracting processes and negotiating activities, and the addition of supervisory responsibilities over a new Compliance Analyst position.

In 2007 this position's scope of responsibility and authority was significantly expanded from coordinating and overseeing the MHD's overall compliance efforts to providing policy direction on compliance issues and for conducting comprehensive audits of MHD programs, operations, grantees and contractors. The position was given supervisory authority over all business operations activities and staff, including the information technology area. This included direct supervision of the Network Analyst in charge of all IT Projects in the MHD including, but not limited to, development of new electronic health systems, food inspection reporting systems, help desk issues, and electronic communications devices. Finally, the position was also delegated the responsibility for conducting nursing audits and working with the Director of Nursing to address and manage changes to nursing policy and procedures manuals.

Given the increased authority associated with critical compliance related activities and the delegation of supervisory/management responsibilities over business administration and IT related functions, it is recommended that this position be reclassified to Chief Compliance Officer in Salary Grade 010.

Community Health Services Officer – New Position

This new position will be responsible for the development and management of proactive community partnerships, including activities with businesses, federally qualified health centers, healthcare systems, community groups, faith communities, coalitions, and educational institutions that support the MHD's strategic public health goals and objectives. This position will oversee and work in tandem with MHD program managers in the coordination of strategic partnerships to assist in improving health outcomes in the areas of infant mortality, teen pregnancy, and STD/HIV. In addition, this position will advise the Commissioner of Health on best practices and community initiatives to further advance public health priorities and public policy. The major duties and responsibilities are summarized below:

- 30% Developing and managing organizational strategies to partner with community organizations, religious groups, governmental and civic groups, and others in improving the health status of local communities.
- 30% Attending community coalition and task force meetings on behalf of the Commissioner of Health and clearly articulating MHD's position on key public health and policy issues.
- 20% Working with the Health Communication Officer and the Chief Compliance Officer to develop and manage a process to track community benefit activities and identify opportunities to communicate MHD's community service initiatives to the general public, community partners and elected officials.
- 10% Managing key department programs that further public health awareness such as the Health Champion Award and the City's Well City Initiative.
- 10% Performing other duties and tasks as assigned by the Commissioner of Health.

Qualifications: Master's Degree in Public Health, Public Administration, or related field; a minimum of seven years of full-time progressively responsible experience in public health policy and development; excellent communication, conflict resolution and mediation skills; strong interpersonal and organizational abilities; in-depth knowledge of a full spectrum of public health policy issues, as well as of the legislative and appropriations process; knowledge of the legislative and regulatory policy development process; ability to present a positive image of the organization while always maintaining a high level of integrity; ability to interact effectively with people at all levels of the organization; experience with multi-disciplinary teams; and an ability to work in close collaboration with others.

Analysis

This new position, as proposed by the MHD, will be critical in ensuring that strong community based coalitions are formed with other key stakeholders responsible for ensuring that services are available to enhance the health of individuals and families, promoting healthy neighborhoods, and safeguarding the overall health of the Milwaukee community. The creation of this position will allow the department to refine alternatives to achieve community health goals rather than simply providing more services. This model recognizes that forming partnerships with other public and private organizations has become extremely critical.

Given the level of responsibility and complexity associated with this new position, it is recommended that it be classified as Community Health Services Officer in Salary Grade 010.

Health Communication Officer

The Health Communication Officer manages staff and functions associated with marketing and communications, media and community relations, and graphics/web services for the MHD. This position functions as a public information officer and media liaison for MHD, and represents the department at community events, and meetings of various committees and task forces. The major duties and responsibilities are summarized below:

- 30% Communication Responsibilities
- 25% Marketing Responsibilities

25% Media & Community Relations

20% Supervision

Qualifications: Bachelor's Degree in Journalism, Public Relations or other communications-related field from an accredited college, or equivalent. Four years of progressively responsible journalism, communication, public or media relations experience.

Analysis

The Health Communication Officer position was created in 2000 when a Staff Assistant position was reclassified to Health Communication Officer. It was anticipated that this position would function as a media liaison and public information officer for the department. Since its creation the position has been delegated responsibility for overseeing the development and update of the MHD website and for managing the department's marketing and outreach efforts to promote public health awareness and education in the community. The position has also been delegated responsibility for managing all graphics section staff and activities as well as managing and directing reception desk staffing.

While the MHD requested that this position be classified as Public Relations Manager in SG 009 (comparable to the positions within the Milwaukee Police Department, the Milwaukee Public Library, and the Department of Public Works), the classification review revealed that the level of complexity and difficulty associated with this position does not warrant that classification. It is recommended, however, that the position be reallocated to Health Communications Officer in Salary Grade 008 in recognition of the added supervisory and outreach responsibilities.

Clinic Operations Manager

The Clinic Operations Manager is responsible for implementing and managing all clinical operations activities within the MHD including immunizations, walk-ins, the Women, Infants and Children's (WIC) Nutrition Program, and STD, TB, and Family Health Clinics. This position provides leadership in the development, implementation, and operations of clinical activities within the MHD; and ensures the effective utilization of resources and adequate delivery of quality and culturally responsive services. The major duties and responsibilities are summarized below:

- 20% Managing clinical activities
- 20% Overseeing the creation and maintenance of clinical data systems and reports
- 20% Maintaining collaborative relationships with MHD external partners
- 20% Overseeing facilities management staff and activities
- 10% Functioning as the Chief of Logistics under MHD's Incident Command Model
- 10% Performing other duties as required.

Qualifications: Master's Degree in Health Services Administration, Public Health, Nursing Administration, Public Administration or related field, and five years of progressively responsible experience in health care administration, clinical operations, or health care delivery systems. Experience must include multi-disciplinary team management and quality improvement. The level of knowledge required includes, but is not limited to, practice management, quality improvement, OSHA regulations, Department of Public Health (DPH) grants and contracts, and emergency and disaster response processes.

Analysis

This position was created in 2002 to create consistency and uniformity in all clinical operations within the MHD. It was anticipated that the position's key responsibility areas would include:

- 20% Establishment of uniform clinical activities in the areas of patient registration, client tracking, patient flow, medical records administration, and billing systems.

- 20% Monitoring compliance with clinical policies and procedures and ensuring appropriate documentation is created and updated.
- 20% Billing management activities.
- 30% Establishing and monitoring standards for clinical activities and assisting in the development and implementation of client/medical information systems, and the preparation of audits and required reports.
- 10% Performing other related duties as necessary.

During the last couple of years the need for streamlined clinical operations and more efficient health center management initiatives led the Commissioner to expand the scope of responsibility of this position from clinical activities to health center operations. Consequently, administrative and buildings and grounds staff and activities at the health centers; facilities management; and managing relationships with health center partners including Planned Parenthood, Aurora Health, Milwaukee Health Services, Marquette Dental, WIC and other clinic clients became this position's responsibility.

While these changes have added to the volume and scope of work of this position, it is important to recognize that these responsibilities were previously performed by other Program Managers allocated to Salary Grade 007 as well. Furthermore the changes associated with the increased responsibility for data entry, data quality and the implementation of new information methodology methods were factors considered when the position was initially allocated to Salary Grade 007. A reallocation to Salary Grade 009 as requested by the department is therefore not warranted. However, in recognition of the expanded focus of responsibility the requested title of Health Center Operations Manager seems appropriate.

Environmental Health Supervisor

Prior to 2008 this position of Environmental Health Supervisor functioned as a first line supervisor over approximately 12 Environmental Health Specialists performing activities associated with food safety regulation and education, weights and measures enforcement, sales ordinance investigations, fire inspections in MHD permitted facilities, convenience store security inspections, and tattoo and piercing establishment licensing. With the elimination of the Consumer Environmental Health Manager position in the 2008 MHD Budget and the consolidation of the Consumer Environmental Health Division within the Disease Control and Prevention Division, it is expected that this position will take on a leadership role by coordinating consumer environmental health activities with other Disease Control and Environmental Health functions under the direction of the Disease Control and Environmental Health Services Director as well as formulating recommendations on food safety policy and fiscal/budgetary matters.

The added responsibilities associated with this position warrant a reclassification to Environmental Health Program Supervisor in Salary Grade 007. This recommendation will align single focus Program Supervisors within the new Disease Control and Environmental Health Division in Salary Grade 007.

Summary and Conclusion

The Milwaukee Health Department is proposing major changes to its organizational structure. The Department wishes to place greater emphasis and resources into public health research, compliance monitoring, and community outreach. The reorganization also consolidates environmental health services and enforcement into a new Division of Disease Control and Environmental Health Services and merges finance and information technology activities under the Compliance section.

Despite minor adjustments made in 2007 involving reporting relationships, the MHD has essentially been working under the same divisional structural model since abandoning the bureau model many years ago. The current public health trends and priorities have changed dramatically since then. Today, there is a stronger emphasis to work on upstream models and to more effectively cross-matrix in addressing the City's priority health concerns.

In addition to working on the greatest health issues impacting the City of Milwaukee, it's important to continue the strong collaboration to transform the MHD into an academic institution that supports public health workforce development through the establishment of an accredited school of public health and MHD's partnership with that school as a formal and high-functioning Academic Health Department. The proposed reorganization will support the process of change.

Prepared by: *Maria Monteagudo st*
Maria Monteagudo, Employee Relations Director

Action Required**In the Salary Ordinance:**

Under Salary Grade 016, delete the title "Health Operations Director" and add the title "Public Health Research & Policy Director."

Under Salary Grade 014, add the title "Health Operations Administrator."

Under Salary Grade 013, add the title "Disease Control & Environmental Health Services Director."

Under Salary Grade 012, add the title "Family & Community Health Services Director."

Under Salary Grade 011, delete the title "Disease Control and Prevention Manager".

Under Salary Grade 010, add the titles "Infectious Disease Epidemiologist", "Chief Compliance Officer" and "Community Health Services Officer."

Under Salary Grade 009, delete the title "Maternal and Child Health Division Manager".

Under Salary Grade 008, add the title "Health Communication Officer."

Under Salary Grade 007, delete the titles, "Compliance Officer" and "Clinic Operations Manager", and add the titles "Health Center Operations Manager" and "Environmental Health Program Supervisor."

Under Salary Grade 006, delete the title "Health Communication Officer".

In the Positions Ordinance:

Under the Health Department, delete one position of "Health Operations Director (X)(Y)" and add one position of "Public Health Research & Policy Director (X)(Y)" and one position of "Health Operations Administrator (X)(Y)", under Communications and Public Relations add one position of "Community Health Services Officer (X)(Y)"; under the Compliance & Finance Division, delete one position of "Compliance Officer (Y)" and add one position of "Chief Compliance Officer (Y)"; under Clinic Operations, delete one position of "Clinic Operations Manager (X)(Y)" and add one position of "Health Center Operations Manager(X)(Y)"; under the Consumer Environmental Health Division, Central, delete one position of "Environmental Health Supervisor (X)(Y)" and add one position of "Environmental Health Program Supervisor (X)(Y)"; under Family and Community Health Services, Maternal & Child Health Division, delete one position of "Maternal and Child Health Division Manager (X)(Y)"; under "Family and Community Health Services" add one position of "Family & Community Health Services Director (X)(Y)"; under Disease Control and Prevention Division, delete one position of "Disease Control and Prevention Manager (X)(Y)" and add one position of "Disease Control & Environmental Health Services Director (X)(Y)", under Bioterrorism-CDC Public Health Preparedness Grant (A), delete one position of "Epidemiologist (X)(A)" and add one Position of "Infectious Disease Epidemiologist(X)(A)".

Delete the "Consumer Environmental Health Division" in its entirety and substitute the following under the "Disease Control and Prevention Division".

Consumer Environmental Health

Consumer Environmental Health Manager.....	1
Environmental Health Program Supervisor(X)(Y).....	1
Environmental Health Supervisor (X)(Y).....	1
Environmental Specialist Supervisor (X)(Y).....	1
Environmental Health Coordinator (X)(Y).....	1
Environmental Health Specialist II (X).....	19
Program Assistant I.....	1
Office Assistant III.....	2

Delete the heading "Home Environmental Health Division" and add the heading "Home Environmental Health". Move the listing of all headings and positions under "Home Environmental Health" to under the "Disease Control and Prevention Division".